

**Fire Department Six Year
STRATEGIC PLAN AND OPERATIONAL GUIDE
2003 - 2009**

City of Tempe, Arizona
September 15, 2003

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INTRODUCTION

The 2003-2009 Tempe Fire Department Six-Year Plan represents the efforts of many people in evaluating the Department and its mission. An important aspect of this process includes anticipating the future in terms of building a flexible organization. Our organization must respond to change, solve problems, collaborate on issues, and assess community needs and resources required to meet those needs and formulate a plan to provide comprehensive and cost-effective services to our customers – the citizens of Tempe.

Two key words in planning are focus and flexibility. This plan is intended to bring focus to a number of the Department's most important services, programs, and issues. This focus allows us to identify and build on what the Department does as described in both the City and Department Mission and Value Statements.

Flexibility, as referenced above, indicates a commitment to address new issues and opportunities that are not identified in the plan and to expect and absorb changes to the plan as necessary. While we are focused on this plan, we must continue to be open-minded enough to continually explore new ways to better serve our customers and protect our workforce.

The ability of Department members to focus and to be flexible has been tested over the past two years as never before. Focus has been required to rapidly increase the Department and City capability to respond to potential Weapons of Mass Destruction (terrorism) incidents while at the same time being flexible in terms of shifting critical issues and the budget reductions that have resulted from the economic climate that the City, State, and Nation are in today. We are doing more with less, which has placed a strain on all facets of the Department's operation. We will continue to perform at a high level, seeking reestablishment of reduced operating accounts and restoration of vacated positions as the City's financial condition improves.

The City and Department Mission and Value Statements serve as important reference points and decision guides in formulating this plan.

The foundation for much of the plan formulated in this document reflects efforts to address issues and concerns identified by all Department members in a series of recurring communication and goal setting workshops. Additionally, issues and concerns identified by citizens and employees in other City departments also impact the development and ongoing refinement of this plan.

Each section of the plan begins with a goal statement followed by information on the program and requirements in terms of resources and concludes with action plan objectives for the two years of the biennial budget in support of the goal.

The plan is evaluated, revised, and refined every two years, resulting in a current Six-Year Plan always being in place. The plan covers six years to support the biennial budget process for the City. The first two years identified in the plan are the most specific, in terms of issues to be addressed and resources required. Subsequent years will provide an increasingly generalized look at concerns and needs for the future.

More detailed and specific action plans will be required for many of the goals identified in the Six-Year Plan. While modifications can be made at anytime due to priority changes, budgetary constraints, and planning refinements, the Six-Year Plan provides an overview of anticipated activities and requirements. General economic conditions and, more specifically, the ability of the City to fund projects chosen for support will play a crucial role in determining the actual time that resources are secured and projects completed.

The plan is intended to serve as a guide toward the development of our Department over the next six years. It will serve to inform Department members concerning preparation for the future, while at the same time serving as a foundation document for informing policy makers and addressing the budget process.

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CITY MISSION AND VALUES STATEMENT

Mission –

To work with each other & the Community to make Tempe the best place to live, work, and play.

We value...

Values:

People – We appreciate the talents of each person and encourage responsible decision-making at the most appropriate level. We recognize the importance of personal and professional development.

Creativity – We encourage imaginative problem solving, innovation, resourcefulness, and responsible risk taking.

Quality – We provide superior services and are committed to continuous improvement. We are attentive to the changing needs of the people we serve.

Integrity – We are honest, accountable, and trustworthy.

Openness – We are accessible, and work as a team by sharing information, ideas, resources, and responsibility.

Respect – We welcome individual and professional differences and treat everyone with dignity, courtesy, and sensitivity.

DEPARTMENT MISSION AND VALUE STATEMENT

*We, the members of the Tempe Fire Department
dedicate our efforts to provide for the safety and
welfare of the public through preservation of life,
property and the environment.*

It is the responsibility of each member to support the mission by subscribing to the following values.

For the Community:

We recognize that the community is the reason for our presence.

*We value the faith and trust of the community, and continually work to deserve that
confidence through our attitude, conduct, and accomplishments.*

Lives are more valuable than property.

*The safety of the public is of paramount importance, followed closely by the safety of our
members.*

All members of the public are entitled to our best efforts.

For the Department:

We strive for excellence in everything we do.

Honesty, fairness, and integrity will not be compromised.

We continually seek effectiveness, efficiency, and economy.

*Unity and teamwork are stressed as being to our mutual advantage as individuals and as an
organization.*

Members are continually encouraged to improve themselves as individuals and employees.

The free exchange of ideas is encouraged.

We will provide professional and courteous service at all times.

We are sensitive to changing community needs.

ASSUMPTIONS FOR PLANNING

Tempe is a highly urbanized, land locked city of 40 square miles.

Tempe will continue to in-fill in terms of new construction and population. The City was considered 96% developed at the end of 2002.

The City's 164,256 population is expected to reach 174,500 by the year 2010.

Continued improvements in the fire-related provisions of our Building and Fire Codes will have a positive impact on new construction.

The extensive amount of high tech industry, development of the Rio Salado Project, protection of the nation's third largest university and the new and profound condition of terrorism present unique challenges for the Fire Department.

Service delivery to people is the hallmark of the Tempe Fire Department. Demands on the Department continue to increase, most notably in the areas of Medical Services, Special Operations, and Special Events services. This results in programmatic impacts on training development and maintenance, equipment and supplies, and time management.

In 2002, 74% of the 16,870 emergency responses were for medical services with 14% of the responses being fire related. It is anticipated that this medical service percentage will continue to be large with the continued aging of the baby boom generation.

Increased use of smoke detectors and automatic fire sprinkler systems will result in earlier detection and control of structure fires, thus resulting in fewer fire fatalities, fire related injuries, and lowered structural fire loss.

The January 2001 survey of Tempe citizens by Arizona State University shows that 99% of those who expressed an opinion were satisfied or very satisfied with the services of the Fire Department. Commitment to the concept of continuous improvement and unrelenting devotion to customer service will be required to maintain and enhance this position within the community.

Fire station location and fire company deployment assumes continued City emphasis on traffic management, the continued implementation of the emergency vehicle traffic preemption system and management of vehicle capacity on arterial streets.

The Department's positive relationship with other City departments and other valley fire departments will be maintained and enhanced in an effort to provide highly effective emergency services to Tempe residents.

Automatic Aid (dispatch of the closest fire companies to an emergency incident regardless of political jurisdiction) with the Cities of Phoenix and Chandler continues to serve our communities well. Enhancing Automatic Aid with the City of Mesa will serve to significantly strengthen each of our respective departments to provide high quality emergency services in an efficient manner.

The Tempe Fire Department considers itself an "All Hazards" type emergency service delivery organization. One that is highly involved in incident prevention and highly effective responses to incidents that do occur. Tempe's involvement in the Federal Emergency Management Agency's Project Impact Program has paid significant dividends for the City and while this program no longer exists at the federal level the primary components of the program are continued in our comprehensive Emergency Management Program.

The March 2002 bond election played a critical role in the continued development of the Tempe Fire Department as we make preparations for strengthening our service delivery capability in the early years of the 21st Century.

The greatly increased emphasis being placed on terrorism prevention and response will continue to challenge the Department and the City. An organization that develops a high capacity to respond to a terrorist incident becomes part

of the overall deterrent to terrorism itself. The Department has accomplished a great deal in this regard in the past two years and much more will be done.

The current economic climate has placed a strain on the Department in terms of administrative support, workload distribution, reduced ability to adapt to workload increases and an inability to be supported financially by the City in areas previously addressed by this plan. It is assumed that this issue will be addressed by a combination of lowered expectations and staff and operating account increases when our economic condition improves.

In 1997, the Tempe Fire Department was the first agency in the world granted accredited agency status by the Commission on Fire Accreditation International. This accredited agency status was re-newed in 2002 when the commission re-accredited the Tempe Fire Department following a full-scale assessment of our operation. The maintenance of this status and participation in the accreditation program will serve as an additional force in our Department's commitment to continuous improvement.

PERSONNEL REQUIREMENTS

SECTION 1

GOAL: To professionally staff the Department at a level, which will enable it to deliver services to citizens in an effective, efficient, and safe manner.

The Tempe Fire Department is comprised of an outstanding group of individuals. It is important that an adequate number of staff be in place to support the efforts of a department currently containing 91% of its members in line positions. The Department has been very successful in utilizing civilians in appropriate positions. We now have 13% of our positions filled by civilian members. Additionally, it is critical that support staff people be in place to allow senior staff members to perform the duties and assume the responsibilities for which they are employed. (This premise is under significant strain due to elimination of two support positions as part of the City downsizing program.)

Current Fire Department Staffing	1 Fire Chief 1 Assistant Fire Chief 2 Battalion Chiefs (District Managers) 1 Battalion Chief (Medical Services) 1 Battalion Chief (Special Operations) 1 Battalion Chief (Support Services) 1 Battalion Chief (Training/Professional Dev) 1 Battalion Chief (Personnel/Safety) 1 Fire Marshal 1 Fire Captain Assignment (Training) 1 EMS Captain Assignment (Training) 1 Medical Services Coordinator 1 Fire Captain Assignment (WMD) 1 Haz/Mat Program Specialist 7 Senior Fire Inspectors 2 Public Education Specialists 2 Administrative Assistant II 1 Executive Assistant 1 Senior Fire Mechanic 1 Fire Mechanic 2 Fire Services Inventory Technicians 1 Half-time Inventory Technician 1 Half time Service Aide 30 Fire Captains (20 of which are paramedics) 33 Engineers (11 of which are paramedics) 62 Firefighters (27 of which are paramedics) 158 Total
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Personnel Requirements Schedule		Anticipated Costs
<i>Anticipated costs for personnel include salaries (calculated at least 5% above minimum), insurance, and appropriate retirement contribution costs.</i>		
2005 - 06	<u>Technical Rescue Technician Assignments (Three)</u> – These assignments would not require any additional personnel but would train three Department members to the level of Technical Rescue Technician to maintain designated staffing level.	\$ 7,600
2005 – 06	<u>Administrative Assistant II</u> – This is a replacement position for one given up during downsizing in 2003. This civilian position is needed to provide administrative support to a department of 158 members with only 3 administrative support personnel.	\$ 43,000
2005 - 06	<u>1 Fire Inspector</u> – This position is required to address fire inspection workload issues (per the Accreditation Team’s recommendations) and will take into account additional planned developments totaling approximately an additional 10 million square feet. Includes vehicle purchase. (Will research cost recovery options for this position.)	\$ 74,000
2005 – 06	<u>Senior Management Assistant</u> – This is a replacement position for one given up during downsizing in 2003. This civilian position is needed to provide administrative support in the form of policy analysis, information management, and media relations. Consideration would be given to placement of a fire protection engineer into this position.	\$ 50,376
2006 - 07	<u>Technical Services Specialist</u> – This position is needed to support numerous activities in the information/automation area including hardware and software development, computer mapping, fire company inspections, pre-fire planning, and radio communications.	\$ 48,500
2006 – 07	<u>Fire Mechanic</u> – An additional fire mechanic will be required to address workload issues associated with preventive maintenance and timely repair of increasingly sophisticated fire apparatus.	\$ 53,500
2006 - 07	<u>Administrative Assistant I</u> – This person will be responsible for the management of all EMS records. Will file and sort approximately 14,000 reports per year and will be responsible for researching and retrieving EMS reports as requested. This person will manage the archival, storage and eventual disposal of EMS records as indicated. Will serve as a federally mandated fire department “Privacy Officer” in compliance with the Health Insurance Portability and Accountability Act of 1996. Will monitor and report on ambulance contractor performance and contract compliance. Additional responsibilities will include data entry, report generation and other administrative type duties. (Will research cost recovery options for this position.)	\$ 38,350

2008 – 09	<u>Part Time Medical Director</u> - This person would be a licensed emergency room physician, who would provide Fire Department medical direction through consultation and direction in all areas of pre-hospital emergency medical services. Responsibilities would include coordination and cooperation with base station physicians, continuing education, program direction and review, administrative assistance, quality assurance and protocol development. This position would standardize the process of oversight of the entire medical services program by addressing medical program management approximately 25 hours a month. (Will research cost recovery option for this position.)	\$	40,000
2008 - 09	<u>Additional Engine Company</u> – Staffing requirements for coverage on three shifts would mandate that three captains, three engineers and nine firefighters be added. This request also includes one Battalion Chief position to assume additional District Manager responsibilities. This unit would be located in a new fire station in Southeast Tempe.	\$	1,098,000

FOLLOW UP RESPONSIBILITY: FIRE CHIEF CLIFF JONES

Goal: To protect the health and safety of Department members through effective training, education, programs, and management. Development of policies and procedures that prevent injuries, illness, and maximize health.

Health and safety are of primary concern to all Department members. Health and safety are affected by many factors including training, equipment, facilities, operating procedures, staffing, medical supervision, government regulations, environment, lifestyle and nutrition, as well as attitude, awareness and perception.

Health will be addressed and maintained through:

- A department physical fitness/health/wellness officer, wellness and fitness team and peer fitness trainers.
- Medical examinations for Emergency Services personnel on a 12 - 18 month cycle.
- Medical examinations for all non-Emergency Services personnel on a 24-month cycle.
- Facilities built/remodeled with emphasis on employee health and comfort.
- Emphasis on physical fitness, health, wellness and safety.
- Emphasis on stress management and critical incident stress intervention.
- Providing appropriate inoculations and communicable disease screenings, including TB, Hepatitis and Influenza.

Safety will be addressed and maintained through:

- Driver training for all personnel on a two-year cycle.
- A comprehensive fire apparatus preventive maintenance program.
- Emergency incident management and training.
- Formal review of all industrial injuries and accidents, and report of findings, in letter format, to all involved.
- Infectious disease exposure training, tracking, prevention, and provision of appropriate equipment and supplies.
- Compliance with nationally recognized standards and OSHA mandates.
- Strong emphasis on “2 In and 2 Out”, Weapons of Mass Destruction and building construction knowledge.
- Thermal Imaging cameras.

2003 - 05 ACTION PLAN OBJECTIVES

- Conduct quarterly safety team meetings.
- Conduct fire inspections of all departmental facilities.
- Continue personal protective equipment inspections.
- Implement injury reduction program.
- Evaluate feasibility of implementing new heart test in medical exam protocol.
- Explore feasibility of wellness coordinator position in conjunction with Risk Management and Tempe Police Department.
- Explore database to communicate with Risk Management and Firehouse Software to track industrial injuries.

FOLLOW UP RESPONSIBILITY: BATTALION CHIEF TOM KIEFER

GOAL: To employ and retain a talented, committed, and diverse employee group for the Tempe Fire Department in an effort to continue the strong legacy of service to the community and sustain the organization for the future. Keep Tempe the best place to live, work, and play.

The two primary areas of recruitment for the Department are in Emergency Services and Fire Prevention/Public Safety Education; i.e., firefighters and fire inspectors respectively.

Firefighter

Qualities the Department is looking for in a firefighter include: a person who is a team player, ability to get along in confined living quarters, ability to think clearly under stress, a person with organizational loyalty, strong personal values, and excellent health and physical condition.

New hires must be non-tobacco users and will be required to sign a non-tobacco use agreement.

The testing process for firefighter selection will be conducted annually or as needed in conjunction with the Human Resources Department and will include at a minimum a general aptitude test, Candidate Physical Ability Test, hiring interviews, and pre-employment medical examination including drug screening.

An aggressive approach will be taken to make appropriate people in the job market aware of an upcoming testing process and to acquaint potential candidates with the nature of the job, expectations, challenges, and opportunities that the position presents.

We will take action to ensure quality recruitment efforts and a balanced employment pool of highly qualified applicants including a strong effort to recruit and hire qualified women and minorities. Addition of women and minority firefighters to the Department is the strongest possible recruitment tool and these efforts must be continued in the future.

Firefighter applicants are preferred to have completed college level coursework in addition to completion of the high school/GED requirement. Possession of an Arizona Emergency Medical Technician certificate is also preferred.

A person selected for hiring as a result of the interviewing process will be subjected to a comprehensive background investigation.

Fire Inspector

Qualities the Department is looking for in a fire inspector include: strong personal values, individuals with a strong desire to engage in fire prevention activities and people who can interact with both citizens and peers in a positive and supportive manner.

Normally, more emphasis will be placed on the potential of the given candidate than on previous experience, however, fire prevention and public safety education, code interpretation and plans review experience is desirable and will be carefully evaluated.

Recruitment for fire inspector will center on word-of-mouth contacts and advertisements in appropriate publications. 32 semester credit hours of college level course work are preferred.

There is a possibility of utilizing Emergency Services personnel on assignment to the Fire Prevention/Public Safety Education Division to allow for cross training and to enhance professional development. Newly promoted supervisors for fire companies could be temporarily assigned to Fire Prevention to enhance fire prevention knowledge and skills. Fire company personnel on light duty due to injury can be assigned to Fire Prevention to enhance their fire prevention knowledge and skills and assist in addressing workload issues in fire inspection.

Upcoming Retirement Challenge

Currently the Tempe Fire Department has 137 members who are in the Arizona State Public Safety Retirement System. As of March 31, 2003, 38 members (or 28%) have twenty or more years of service and are eligible for retirement.

The State of Arizona Public Safety Personnel Retirement System has authorized a Deferred Retirement Option Program (D.R.O.P) allowing members of the system to declare at a given point following 20 years or more of service their intention to retire up to five years in the future. At the five-year point the individual must retire or they will not be entitled to receive any interest accumulated on the DROP account. During the DROP period they will cease to contribute to the retirement system, but will continue to be a city employee for up to five additional years. At the time of this printing, 22 members have entered the DROP, with the majority now having less than three years remaining with the department.

The number of senior department members coupled with the implementation of the D.R.O.P. will create a strong challenge for our department in the next few years. The challenge will be to replace members at all levels of the organization, including recruitment and training of new firefighters, selection and training of fire company officers, chief officers, and an appropriate number of paramedic and special operations personnel.

2003 – 05 ACTION PLAN OBJECTIVES

- Conduct recruitment and establish an eligibility list for the firefighter position as needed.
- Continue to evaluate joint firefighter recruit testing.
- Develop recruitment, selection, promotion and training strategies that address the personnel needs of the Department while ensuring a diverse, productive and well trained workforce in preparation for implementation of the D.R.O.P. Program and beyond.
- Train and certify additional paramedics in preparation for the D.R.O.P.

FOLLOW UP RESPONSIBILITY: BATTALION CHIEF TOM KIEFER

WORKING ENVIRONMENT- LABOR/ MANAGEMENT - MEMBER RELATIONS

SECTION 4

GOAL: To deliver highly effective services to citizens and visitors through a positive and cooperative working relationship between Fire Department Management and the Tempe Chapter of Local 493, the Tempe Employees Council, Tempe Supervisors Council, that involves members from throughout the organization.

The purpose of the Labor/Management and Member Relations process is to make the Tempe Fire Department more effective as an organization.

The delivery of effective emergency services, fire prevention and public education services and support programs is highly dependent on positive working relationships and a positive approach to the care and development of our members.

The success of our Labor/Management, Members Relations process is dependent on a number of foundational elements, including that we all:

- Value input and diversity.
- Build on an environment of trust.
- Look for solutions where everyone wins.
- Always work to strengthen relationships as well as address issues.
- Agree to disagree at time – choosing to place emphasis on working on areas of agreement.
- Protect the Labor/Management, Member Relations process.
- Share the credit and the work of the process.

A standing labor management committee is in place co-chaired by the Fire Chief and Union President of the Tempe Chapter of the International Association of Fire Fighters Local 493.

Standing committees are in place within the labor management process to deal with committee related issues, and to support a strong communication system within the Department for effective input, early problem identification and grass root solutions to issues within a committee's area of responsibility.

Standing committees co-chaired by a departmental chief officer and a union member include:

Personnel and Safety – Battalion Chief and Union Member
Support Services – Battalion Chief and Union Member
Fire Prevention – Fire Marshal, Union Member and a Fire Prevention Inspector or Educator
Emergency Services – Battalion Chief-District Managers & Union Member
Training – Battalion Chief and Union Member
Special Operations – Battalion Chief and Union Member

Major initiatives for the labor management process include organizational communication, support of members during times of injury or sickness, maintenance of a harmonious working environment, positive management of conflict, joint development and maintenance of personnel related policies and procedures and strong support for city and department programs.

Diversity Action Plan

The City Diversity Audit was conducted in 2002. The Fire Department and its members reflected very positively in the audit results, which is a credit to all department members. The audit has now evolved into a citywide Diversity Action Plan, which provides additional opportunities to support the Fire Department culture of continuous improvement and enhance a positive work environment.

The President of the Tempe Chapter of Local 493 represents the Department in a citywide diversity task force, which examined the results of the diversity audit, and produced a diversity action plan containing five strategic areas.

Strategies have been developed and measures of success identified in preparation for positively addressing the areas identified above.

Additionally, a solutions checklist has been developed and will be made available to all members as a tool for dealing with conflict within the organization.

Standing Initiatives

Standing cooperative initiatives of the labor management process include:

- Good and Welfare of Department Members
- Recruitment and hiring of firefighters
- Annual Departmental Picnic
- Annual Remembrance for Firefighter/Paramedic Ed Gaicki
- Policy and procedure review and updates
- Labor/Management Committee meetings
- Community Service Opportunities
- Joint attendance at yearly Labor/Management retreat in Flagstaff

2003 - 05 ACTION PLAN OBJECTIVES

- Strongly support the 2003 – 2005 Memorandum of Understanding with Local 493.
- Work closely with Tempe Employee's Council Representative in support of civilian members of the Department
- Hold quarterly Labor/Management committee meetings.
- Jointly publish Fire Department yearbook.
- Coordinate September 11th observance at Gaicki Park.
- Coordinate Ed Gaicki Observance at Gaicki Park.
- Expand Urban Survival public education program in Tempe elementary schools.
- Support City Diversity Action Plan.

FOLLOW UP RESPONSIBILITY: FIRE CHIEF CLIFF JONES/LOCAL 493 TEMPE CHAPTER PRESIDENT RICH WOERTH

GOAL: To identify areas of need and develop training programs to assist our members to become more proficient in personnel management and supervisory leadership, emergency service delivery, customer service, emergency incident management, safety, fire prevention and public safety education.

Training is a critical function for any modern fire service agency. As our work becomes more complex and diversified, the knowledge required, government regulations, and professional standards lead to increases in overall training needs for the Department. Documentation and records management are essential elements of that process. Maintenance of existing key programs is vital.

Items identified requiring training program development or refresher training include:

- Customer Service
- Driver/Operator/Training/Certification
- Violence in the Workplace
- Training for Acting Fire Captains and Battalion Chiefs
- Engineer and Captain Development Academy
- Personnel management and supervisory skills

Key programs and opportunities that leadership and management development will continue to be provided are:

- Company development program
- Career seminar program offerings
- City Mandatory Supervisory Training I, II & III
- Incident Safety Officer Certification (all officers)
- Driver/ Operator/ Training/Certification
- Rope 1
- Advanced public executive training (ASU)
- National Fire Academy attendance
- Captains probationary program.
- Emergency medical technician (EMT) continuing education and re-certification.
- Paramedic continuing education and re-certification, including toxicology.
- Probationary firefighter training
- Basic Bi-lingual training program
- Computer training
- Minimum company standards and field operations exercises
- Hazardous material first responder continuing education
- Hazardous material technician continuing education.
- Technical rescue training – confined space, high angle rescue, trench rescue, and water rescue
- Fire inspections and code enforcement
- External training opportunities (seminars, Tempe Learning Center, State Fire School, etc.)
- Involvement of company officers in ongoing policy revision and program development.
- Firefighter II Certification (International Fire Service Accreditation Congress, IFSAC)
- Quarterly Chief Officer Training
- Advanced Defensive Driving
- Tactical Training / IMS
- WMD Training

Items necessary for increasing the capabilities of the training program include:

- Apparatus / Storage building
- Bury “confined space” drain pipe
- Enhanced interactive cable television and computer capability.
- Provide an existing pumper truck assigned to the training center for practice purposes.
- Bar code / inventory system for Training Center
- Modify cable TV from analog to digital
- Create file system for power point for training programs

2003 – 05 ACTION PLAN OBJECTIVES

Acquisition Schedule		Anticipated Costs
2005 – 06	Purchase remote mic and amp for training center	\$ 1,500
2006 – 07	Replace carpet at Training Center	\$ 20,000
	Forcible entry prop	\$ 5,000
2007– 08	Replace digital projector	\$ 4,500

FOLLOW UP RESPONSIBILITY: BATTALION CHIEF GARY ELLS

GOAL: To deliver emergency services in a safe and efficient manner, with a response time of 5.00 minutes or less, 75% of the time. (From time of call receipt to arrival).

This goal may be attained with completion of the fire station location and traffic signal preemption components of this plan. A positive factor affecting our response time is that we dispatch the closest unit to an incident using the global positioning satellite system (GPS). This technology allows us to pinpoint fire trucks to within ten feet of their actual location, thereby providing the quickest response to our citizens.

Emergency response represents the most visible aspect of the Department's mission. A major consideration in the delivery of effective emergency services is the time frame in which they are delivered. Emergency response time is defined as the elapsed time from the time a call is received in the fire communications center until the first unit arrives on the scene. Included are the components of alarm processing time, actual dispatch, turnout time, and travel time to the incident. Our definition of response time and consequently our response time standard coincides with the response time definition as prescribed by the Commission on Fire Accreditation International, which includes alarm processing time.

Based on total responses for 2002, the average turnout and travel time in the City of Tempe is four minutes and 23 seconds. A critical component of response time is turnout time (the amount of time that passes between firefighters being alerted and the time that fire apparatus is en route). The Department turnout standards are as follows:

- For calls not requiring protective clothing, such as EMS: 40 seconds or less.
- For calls requiring protective clothing, such as structure fires: 60 seconds or less.

Our Department is dispatched by the Phoenix Fire Department who has an average for processing calls (the elapsed time from answering the phone until dispatch) of 1:07 seconds. This time is not included in the turnout and travel time described in the above paragraph, but is part of the response time

Another major component in the emergency response sequence is the safety of the response. It is imperative that the response is made as safely as possible for the protection of both Department members and citizens.

Automatic aid (dispatch of the closest fire company regardless of political jurisdiction) has been in place with the City of Phoenix since 1976. Automatic aid with the City of Chandler has been in place since 1986. In January of 1998 we began automatic aid with the City of Mesa. A similar program with the Town of Guadalupe began in 1999 and is having a positive impact on response times in areas of Tempe near Guadalupe, as well as, an overall improvement in delivery of Emergency services for all of Guadalupe.

**2001 - 2002
Emergency Responses**

	<u>2001</u>	<u>2002</u>
Fire Responses	2,309	2,326
Emergency Medical Calls	12,223	12,536
Other Incidents	1944	2,008
Special Operations	134	68
Total Emergency Incidents	16,610	16,870

Automatic aid with the City of Phoenix is strongly supported by a combined fire department communications and dispatch center operated by the Phoenix Fire Department. Automatic Aid with the City of Mesa is expected to be strengthened over the next year by linking it's communication center with the one in Phoenix, thereby reducing alarm dispatch time and providing unparalleled redundancy in the event of a system failure in either Mesa or Phoenix. The City of Chandler Fire Department joined the Phoenix Fire Department's regional dispatch system in January 2001.

By the end of calendar 2003 all 185 signalized intersections in Tempe will have “ traffic signal preemption,” allowing fire vehicles to control traffic signals during emergency response. Traffic signal preemption allows for a reduction in response time, as emergency vehicles will not encounter red lights and cars will not “stack up” in intersections. Additionally, utilization of this technology improves emergency response safety for both Fire Department members and the public. Traffic signal preemption has also been added to Southwest Ambulance Vehicles. After twelve years of history with traffic signal preemption, it is clear it accomplishes what it is intended to do. To date, approximately 170 intersections have been so equipped.

Selection of sites for future stations has been formulated from the Fire Station Location and Emergency Response Time Study of 1994 whose implementation will have a positive impact on overall response time (see Facilities – Section 19).

800 MHz Radio System

This new state-of-the-art radio system will improve emergency scene operations and efficiency and firefighter safety. It is required due to a FCC decision to re-allocate the spectrum of frequencies that most fire departments operate on.

The system will include:

- New radio communication infrastructure with in-building coverage – intended to blanket the entire city.
- All new apparatus radios and personal portable radios.
- A new radio frequency allocation resulting in an increased capability to communicate during emergency operations with personnel from other agencies (interagency operability).

Acquisition Schedule			Anticipated Costs
2003 – 04	800 MHz radio system – CIP radio system infrastructure, portables, and mobiles.	\$	1,300,000

2003 - 05 ACTION PLAN OBJECTIVES

- Closely monitor turnout time.
- Research viability of automated turnout time monitors.
- Monitor planning and development of light rail system.
- Oversee implementation of 800 Mhz fire communications system.
- Complete installation of Opticom System
- Examine and refine analysis of emergency medical service response times.

FOLLOW UP RESPONSIBILITY: ASSISTANT CHIEF JIM GAINNER

GOAL: To save lives, reduce suffering and speed recovery from injury and illness by delivering basic life support (BLS) and advanced life support (ALS/Paramedic) pre-hospital care medical services throughout the community.

The delivery of emergency medical services to the citizens of Tempe plays a major role in the operation of the Tempe Fire Department. Currently, 74% of our emergency response activity is emergency medical in nature. Approximately 47% of EMS calls require advanced life support (paramedic) intervention.

In considering our emergency medical service delivery capability, the three primary components that need to be considered are how our EMS system impacts customers citywide and the Department operationally and economically.

Existing programs and opportunities that are provided include:

- Quarterly emergency medical technician and paramedic training for all members.
- Paramedic and EMT Certification and Re-certification program.
- EMS documentation training for probationary firefighters and all emergency response personnel.
- Conduct research to evaluate new medical equipment.
- Provide support of Care 7 program to enhance citizen services and to allow fire companies and police officers to return to in-service status.
- Quality assurance programs for emergency medical technicians and paramedics.
- CPR, AED, Blood Borne Pathogens and First Aid training for employees and citizens of Tempe. CPR and First Aid is also available in Spanish.

Issues affecting the EMS program include:

- External forces, such as changes in standards and testing procedures for certification and re-certification of emergency medical technicians and paramedics, as well as, improvements and changes in the community's standards of care.
- Federal mandates and requirements, i.e. HIPAA, safety needles through OSHA and other regulatory agencies, etc.
- The need to continually evaluate the appropriate level of emergency medical service to provide our citizens and the impact of requests for service that do not require emergency response.
- Examining alternative ways to provide paramedic and emergency medical technician continuing education and certification.
- Tracking training programs and measures service delivery through Firehouse Information Management System.

Acquisition Schedule			Anticipated Costs
2003 – 04	Purchase 2 heart monitors	\$	29,000
		\$	
2004 – 05	Purchase 2 heart monitors	\$	29,000
		\$	
2005 – 06	Purchase 3 heart monitors	\$	66,000
	Purchase 3 transport ventilators	\$	5,500
	Purchase 4 End Tidal CO2 detectors	\$	11,000
	Purchase Adult Code training simulator	\$	3,500
	Purchase Child Code training simulator	\$	2,500
	Purchase 3 replacement suction units	\$	2,500
	Purchase 2 AED's for Special Events	\$	3,400
	Purchase paper shredders for all stations	\$	700
2006 – 07	Purchase 3 heart monitors	\$	68,000
	Purchase 5 replacement AED's	\$	8,500
	Purchase 2 replacement suction units	\$	1,700
	Purchase 3 Helicopter landing strobe sets	\$	1,800
	Purchase 3 transport ventilators	\$	6,000
	Purchase 2 End Tidal CO2 detectors	\$	6,000
	Purchase 11 Temporal thermometers	\$	3,000
2007 - 08	Purchase 3 heart monitors	\$	70,000
	Purchase 3 transport ventilators	\$	6,250
	Purchase 2 End Tidal CO2 detectors	\$	6,250
	Purchase 20 replacement backboards	\$	4,000
2008 – 09	Purchase 2 heart monitors	\$	72,000
	Purchase 3 transport ventilators	\$	6,250
	Purchase 2 End Tidal CO2 detectors	\$	6,250
	Purchase 2 replacement suction units	\$	1,900

Personnel / Training Costs / Acct Increases			Anticipated Costs
2005 – 06	Funds for EMT Recertification	\$	10,000
	Funds for ACLS/PEEP/TOX Cert./Recert. (Addition to base budget)	\$	12,000

2003 – 05 ACTION PLAN OBJECTIVES

- Continue evaluation of pen-based EMS documentation programs.
- Provide training to additional Paramedics to Toxicology level certification.
- Continue expansion of EMS equipment preventative maintenance program.

- Evaluate feasibility of citizen immunization program.
- Develop policies and provide training as needed to meet Federal HIPAA Guidelines.
- Evaluate computer based EMT CE program.
- Evaluate public education information/pamphlets for EMS related emergencies and purchase as needed.
- Research feasibility of digital filing system for EMS reports.
- Develop a training video for ambulance employees for both orientation and refresher training on fire department operational expectations at medical incidents.
- Provide bi-lingual training for CPR and First Aid instruction.
- Formulate policy and procedure for retrieval of paramedics from hospital.
- Examine public educational opportunities regarding injury prevention and reduction for high-risk citizen groups.
- Develop a plan to prepare for the anticipated increase in emergency medical incidents associated with an aging population.

FOLLOW UP RESPONSIBILITY: BATTALION CHIEF JOHN BARTON

GOAL: To Ensure that appropriate steps have been taken to prevent disasters from occurring, minimizing the impact of those that do occur and prepare the City in the management of response and recovery operations for large scale emergencies.

The primary components of our emergency management efforts are building community partnerships with business, industry and citizens, proactive steps to mitigate emergencies and planning and preparation efforts for response and recovery operations.

The Fire Department is charged with the responsibility of overseeing the City's emergency management effort. In mid 1998, the City of Tempe was chosen by the Federal Emergency Management Agency as a Project Impact community whose goal is to help make communities more disaster resistant. While Project Impact no longer exists at the Federal Level, the intent of the program serves as the basis for the City's ongoing effort to prevent disasters from occurring and minimizing damage from those that do occur. The City of Tempe Emergency Operations Plan will continue to serve as the focal point for emergency response operations and preparedness.

Types of situations which may require activation of the Emergency Operations Center (EOC) and implementation of the Emergency Operations Plan include:

- Serious and/or long-term hazardous materials incidents.
- Preparation for, or results of, severe storms.
- Water release situations, which threaten or have caused serious flooding and/or damage.
- Situations which result in mass casualties, significant numbers of homeless citizens or fires of conflagration proportions.
- Plane crash incidents.
- Major transportation or industrial incidents.
- Major structural collapse situations.
- Civil disturbances.
- Major public events.
- Acts of terrorism.
- Any situation requiring significant or extensive warning to the public.

The EOC has radio transmission and reception capabilities for all City departments. Additionally, an amateur radio system provides for additional/supplemental communication capability. It is expected that communications will be initiated early and will be ongoing from our EOC with both the county and state emergency operations centers and emergency operations centers in other municipal jurisdictions.

Emergency Management Improvements		Anticipated Costs
2003 – 04	Video link for mobile command center to EOC	\$ 20,000
2005 - 06	Satellite communication system	\$ 25,000

2003 – 05 ACTION PLAN OBJECTIVES

- Conduct a minimum of one emergency management exercise each year.
- Acquaint all Fire Department members with the Emergency Management Plan.
- Coordinate with the State of Arizona Division of Emergency Management:
 - Complete revised community risk assessment.
 - Continue enhancement of community preparedness efforts.
 - Complete electrical undergrounding project for increased reliability.
- Research Community Assessment Tracking System (CATS) utilizing GIS information.
- Develop plan for continuation of Project Impact related activities.
- Provide citywide Incident Management System (IMS) for Weapons of Mass Destruction for city senior staff through Texas A & M University.
- Continue to provide Emergency Preparedness brochures, information and training for citizens and employees.

FOLLOW UP RESPONSIBILITY: BATTALION CHIEF TOM ABBOTT

GOAL: To prevent hazardous materials releases from occurring and to mitigate releases that do occur in a safe, effective and efficient manner, thereby protecting people, property, and the environment.

Hazardous materials management is of concern, both nationally and locally. With the ever-increasing number of chemicals and the extensive amount of high-tech research and industrial activity in the City of Tempe, the need for a comprehensive effort to both prevent and prepare for hazardous materials emergencies is vital.

Hazardous materials operations are managed within the protocols established by Department's hazardous materials policies and procedures.

Investigation of hazardous materials incidents will generally be a Fire Department responsibility in cooperation with the City's Environmental Services Division, supplemented by representatives from other appropriate agencies.

The City's industrial hygienist's position has proved to be very a beneficial resource. Periodically, the Fire Department relies on this person to assist in the development and management of the respirator program, hazardous materials emergency response, hearing conservation program, blood-borne pathogen program, structural firefighting clothing contamination studies, and indoor air quality monitoring.

Hazardous Materials Response Team

The National Fire Protection Association Standard 472 lists the training competencies for hazardous materials emergency response. Our hazardous materials response team meets or exceeds current competencies for a technician level team (most advanced level). The hazardous materials response team consists of up to eight members on each of the three shifts.

Training

Training requirements for technician level consists of an initial 200-hour hazardous materials technician certification course that is supplemented by 30 hours of continuing education annually as required to maintain certification.

All other Department personnel are trained to the first responder operations level. Ongoing annual training for "first responder" must meet the training skills and competencies that are required by federal regulations.

Hazardous Materials Information Management

EPA reporting requirements, including SARA Title III guidelines have resulted in an extensive amount of information being available to fire departments. Putting this information into a format that makes it accessible, usable and meaningful is an ongoing challenge. To meet this challenge, adoption of an electronic information system is being implemented. (Environmental Compliance Solutions) a permit system for hazardous materials occupancies will significantly strengthen our control of hazardous materials and management of hazardous materials information, which is an aspect of the Electronic Information System.

Agencies which the Tempe Fire Department interacts with in managing hazardous materials:

Local Emergency Planning Committee (LEPC) – The Local Emergency Planning Committee is a federally mandated committee designed to ensure that planning for and responding to hazardous materials incidents occurs in all geographical areas of the United States. In Arizona, there is one Local Emergency Planning Committee per county. We work closely with the Maricopa County LEPC through participation on the Committee and in development of risk assessments for local industries.

State Department of Environmental Quality – Involved with regulation and clean-up operations.

State Department of Public Safety – Interacts with our team primarily on freeway incidents or upon request.

Tempe Safety Emergency Response Group – The goal of this group is to facilitate communication between City agencies, Tempe St. Luke’s Hospital, and industry representatives from throughout the community so that they may work together to prevent hazardous materials emergencies and operate more effectively when they do occur.

Tempe Police Department – The Fire Department will assist the Police Department in operations involving clandestine drug labs.

Water Utilities Department and Environmental Services Division – Has responsibility for the management of the overall City environmental effort and can provide technical and regulatory assistance at incidents.

Other Fire Department Hazardous Materials Response Teams

Phoenix Fire Department
Chandler Fire Department
Mesa Fire Department
Glendale Fire Department

Equipment Acquisition Schedule			Anticipated Costs
2005 – 06	Replace toxic gas monitors	\$	3,000
2005 – 06	Purchase remote system for air tools and flammable liquids off loading kit drills, stingers, bits and overflow dykes.	\$	4,500
2005 - 06	Purchase 2 Gas Ports	\$	3,600

2003 – 05 ACTION PLAN OBJECTIVES

- Maintain “First Responder” training for all Department members.
- Conduct quarterly meetings with industry, City, and hospital representatives through the Tempe Safety Emergency Response Group.
- Maintain technician-level certification for all hazardous materials response team members.
- Research and purchase a wireless Internet connection system.
- Purchase a Mini Mobile storage unit.

FOLLOW UP RESPONSIBILITY: BATTALION CHIEF TOM ABBOTT

SPECIAL OPERATIONS – WEAPONS OF MASS DESTRUCTION SECTION 10

GOAL: To assess, prepare, and train for effective and safe response to incidents that involve Weapons of Mass Destruction.

Focus on Weapons of Mass Destruction (WMD) has increased nationally in recent years, most notably since September 11, 2001. WMD incidents are defined as events caused by an individual or group in an effort to change or intimidate society. The weapons may be chemical, biological, nuclear, incendiary or explosive in nature. The many public events hosted in Tempe necessitates a complete risk analysis of potential threats.

The Special Operations Section conducted a risk, threat, and vulnerability assessment during the third quarter of 2003. The Tempe Police Department was consulted and concurred with the assessment. This assessment of Tempe was incorporated into an overall assessment of Maricopa County and used by the State Division of Emergency Management in allocating grant funds from the Department of Justice. Tempe received grant funding in 2001, 2002 and 2003.

With the grant funds, the Tempe Police Department received 90 air-purifying respirators and Arizona State University received 65 respirators for chemical and biological agents. The Police Department's bomb squad will receive an additional bomb suit and an upgrade of the robot. Twenty-six new Self Contained Breathing Apparatus were purchased for the Police SWAT team. Antennas and wireless telephones were purchased for the Information Technology Department's communication trailer. The Fire Department purchased a mass decontamination system, a hydraulic rescue tool, and a radiation detection device.

During the fourth quarter of 2002, each Fire Department company was trained and equipped with a WMD response kit. Each response kit has suits, respirator cartridges, radiation dosimeters, and nerve agent antidotes.

Agencies which the Tempe Fire Department interacts with in preparing for WMD incidents:

Water Utilities Department/Environmental Services Division - Involved with controlling transportation routes during incidents.

Tempe Police Department – A WMD incident is a criminal act, and both departments must work jointly in managing an incident.

Arizona National Guard 91st Civil Support Team – Provides sophisticated identification and response technologies.

Maricopa County Department of Emergency Management – Allocates State resources and administers the Department of Justice grants.

2003-05 ACTION PLAN OBJECTIVES

- Review Fire Department policies for WMD response.
- Research and purchase new detection and identification equipment as technology changes.
- Complete a full Risk, Threat, and Vulnerability Assessment during the second quarter of 2003 for eligibility of Department of Justice funding in 2004.
- Continue to administer and coordinate all Department of Justice grant funds.
- Continue to provide up-to-date training for all members of the Fire Department.

FOLLOW UP RESPONSIBILITY: BATTALION CHIEF TOM ABBOTT

GOAL: To provide technical rescue capability with the necessary equipment and training that is compliant with National Fire Protection Association Standards 1983, 1470, and 1670.

Definition: Technical rescue is defined as rescue situations that present more complex and dangerous circumstances than what are routinely encountered. These types of incidents require a higher degree of training and specialized equipment to conduct safe operations. Several types of emergency incidents require this level of response, including confined space rescue, trench and excavation collapse, high and low angle rope rescues from buildings and rough terrain, swift and still water dive team rescues, boat based rescues, structural collapses, and non-typical/unique accidents.

Our capabilities have increased substantially in recent years through equipment purchases and training. Capabilities include rope rescue, confined space, trench rescue, structural collapse and limited water rescue. Equipment includes rope and harness systems, vehicular extrication equipment, water rescue equipment, trench rescue shoring, structural collapse equipment and a fire rescue boat.

Initial training will require 200-hour Technical Rescue Technician class for each selected team member, with weekly continuing education program. The team leader is the Battalion Chief of Special Operations.

Developmental and Ongoing Issues:

- Research and identify all legal requirements regarding special operations.
- Ensure maximum support for the Rio Salado project.
- Provide a rescue team presence whenever the lake is open for a large special event.
- Identifying and securing on-site quarters for special operations equipment and personnel in the event of an incident.
- Developing a dive rescue team for incidences at the Town Lake or other bodies of water, with the strong support of the Water Utilities Department.
- Manage the new and unique challenges posed by Tempe Town Lake.

Technical Rescue Acquisition Schedule		Anticipated Costs	
2005 - 06	Replacement of departmental rescue rope (3,150 feet)	\$	8,000
2005 – 06	Replace 20 rescue harnesses, with confined space capabilities.	\$	7,000
	Replace personal flotation devices.	\$	6,000
2007 - 08	2 flight helmets for helicopter operations.	\$	2,000
2006 - 07	Replace structural collapse rescue package.	\$	12,000

2003 – 05 ACTION PLAN OBJECTIVES

- Develop dive rescue team.
- Evaluate impact of Marina opening on Department resources.
- Evaluate a permanent docking location for the Fire Rescue Boat.

FOLLOW UP RESPONSIBILITY: BATTALION CHIEF TOM ABBOTT

GOAL: To deliver emergency services in a safe, effective and efficient manner to participants and customers of community/special events without impacting normal emergency services delivery to the citizens of Tempe.

With Downtown Mill Avenue, Tempe Town Lake, ASU, and numerous parks and recreation facilities, the City of Tempe hosts more community events than ever before. As the Tempe Town Lake project continues to develop, even more events will be planned and hosted in the coming years.

During calendar year 2002, the Tempe Fire Department provided emergency services to 138 community events compared to 82 events in 2001. Due to high attendance and/or the nature of events, it is often necessary to require or recommend Tempe Fire Department staffing to deliver the necessary emergency services to the event.

By staffing special events, the Tempe Fire Department is meeting the needs of the City, its promoters or sponsors, and customers without adversely impacting normal emergency service delivery to Tempe citizens. Staffing is accomplished by placing types and numbers of teams into service at events using the most effective means to provide the service. This may be accomplished through the use of Tents, Bikes, Medic Carts, Walking Teams, Special Event Truck, and/or Fire Apparatus.

An hourly rate per person staffed is normally charged to the sponsor/promoter of a special event. All funds received are reimbursed directly to the Tempe Fire Department.

Ongoing events staffed by the Tempe Fire Department include:

- Spring and Fall MAMA Festival
- Block Party
- College Football Party
- Fiesta Bowl Game
- MLK Celebration
- Let it Fly – National Football League Sponsored Event
- American Cancer Society Heart Walk and Breast Cancer Walk
- Anaheim Angels Spring Training Games
- Fourth of July City Celebration
- Tempe Tardeada
- Oktoberfest
- Fantasy of Lights
- Snow Day

The Battalion Chief of Personnel and Safety manages special event operations with logistical assistance provided by a Firefighter from Emergency Services. Operations are conducted out of Fire Station 6. The current space allows us to store and distribute radios, batteries, medical supplies, bikes, and Medic Carts.

The new Fire Station 6 on Ash Avenue includes a designated special event area. This increases safety to our members traveling to and from events, reduces travel time to events, and enhances storage, distribution, and security of special event equipment.

Some agencies/organizations that the Tempe Fire Department interacts with in managing Special Events include:

- City of Tempe Community Services
- City of Tempe Special Events Task Force
- Tempe Police Department

- Arizona State University
- Mill Avenue Merchants
- Tempe Sister Cities
- Downtown Tempe Community
- Fiesta Bowl
- Arizona Cardinals
- City of Phoenix Fire Department
- Southwest Ambulance

Acquisition Schedule		Anticipated Costs
2003 – 04	1 LP10C Heart Monitor*	-0-
2004 - 05	1 LP10C Heart Monitor *	-0-
2005 – 06	Special Event EMS Equipment Replacement Package	\$ 4000
	3 Pulse Ox. Units*	-0-
2006 – 07	2 Pulse Ox. Units*	\$ -0-
2007 – 08	2 Pulse Ox. Units*	\$ -0-
2008 – 09	2 LP12 Heart Monitors*	\$ -0-
	2 End Tidal CO2 Detectors*	-0-
*Units to be transferred to Special Events from Medical Services Section.		

2003 - 2005 ACTION PLAN

- Transition special event operations into the new facility at Fire Station 6 on Ash Avenue.
- Work with Entertainment Solutions (Block Party) and the Mill Avenue Merchants (Art Festival) to transition event boundaries that will incorporate the Treatment Room at Station 6 into the event.
- Work with Entertainment Solutions (Block Party) and the Mill Avenue Merchants (Art Festival) to develop event site maps that are more legible and include business, addresses, names, hydrant, and automatic sprinkler fire department connections.
- Evaluate current Special Event hourly rates charged to promoters/sponcers in an effort to minimize impact on the overtime budget.

FOLLOW UP RESPONSIBILITY: BATTALION CHIEF TOM KIEFER

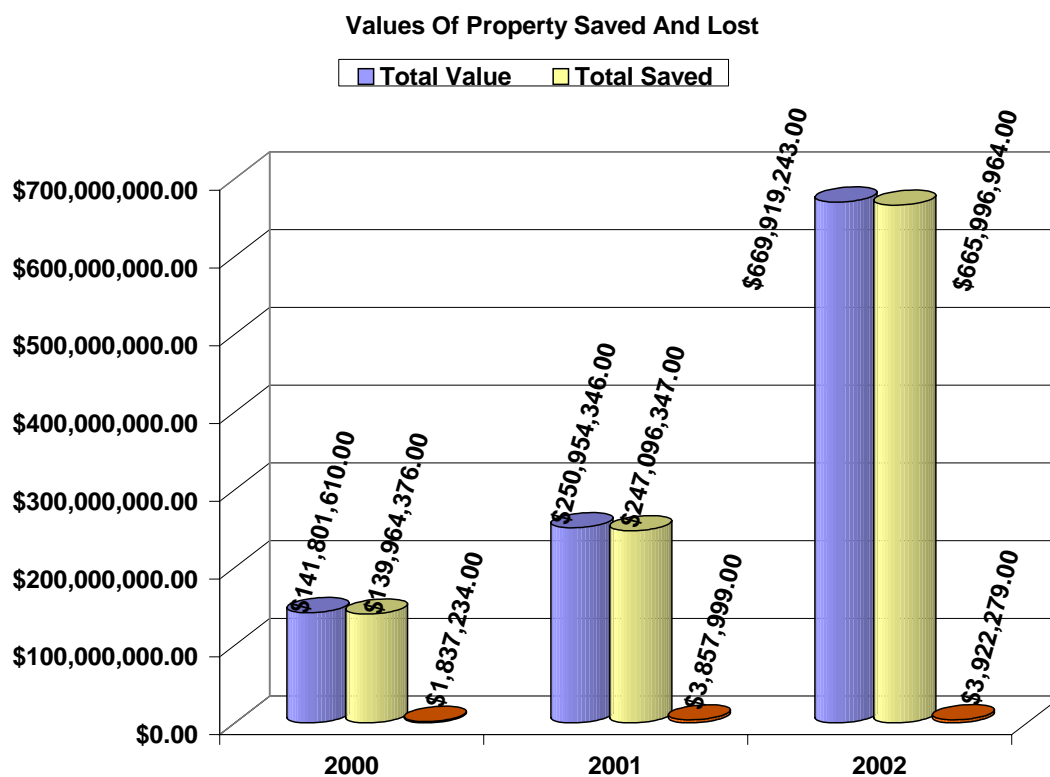
GOAL: To prevent loss of life, injury and property loss to fire through the creation, implementation, and management of comprehensive and effective building and fire codes, education programs and fire inspections.

Primary Fire Prevention functions focus on fire and building code development and management, public education, fire inspection, code enforcement, and fire/hazardous material release investigations. The integration of activities in these areas will produce the most effective use of available resources and ultimately, result in achievement of the Department's goal – preventing fires, saving lives, minimizing injuries, educating the public, and protecting property and the environment.

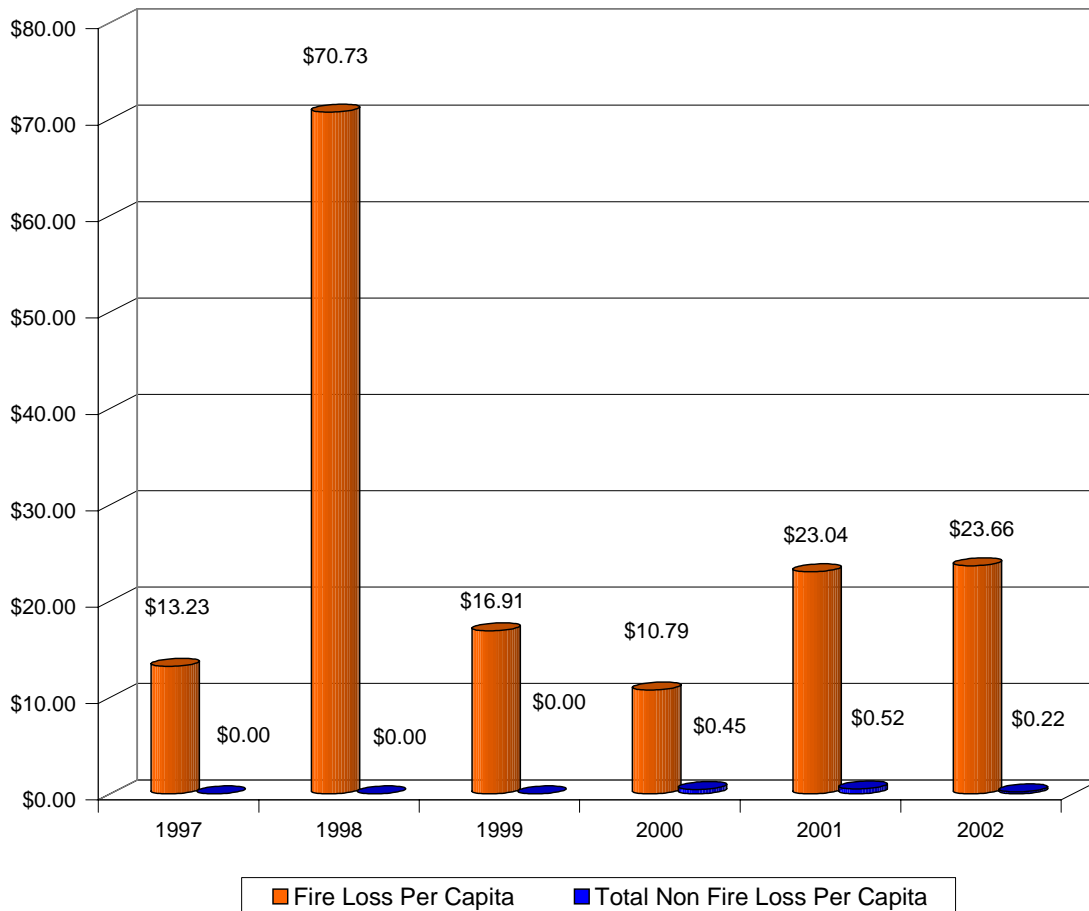
Property Loss Experience For Tempe

Total Fire Loss – Loss directly related to damage caused by fire only i.e., structure, contents, and vehicles.

Total Property Loss – Is Total Fire Loss as described above plus non fire loss incidents i.e., flooding conditions, hazardous materials releases, structural collapse, etc.



Six Year Fire And Property Loss Per Capita



Additional fire prevention functions include: plan development/review, issuing permits, fee collection, juvenile firesetter intervention, pre-fire plan program, Firehouse information management, and Public Information Functions.

Fire Department Inspection Philosophy and Types of Inspections Performed

Conducting periodic fire inspections for compliance with the Uniform Fire Code, with emphasis on positive public education contacts. The Department's major focus will be education and customer service rather than enforcement. This will help ensure life safety conditions within an occupancy or structure while maintaining a positive relationship within the community.

Objectives of inspection activities are to:

- Prevent fires and loss of life and property in structures.
- Gain compliance with the Uniform Fire Code.
- Develop pre-fire plans.
- Familiarize firefighters with buildings/occupancies to which they may be called to conduct emergency operations.

- Maintain in good operating condition existing automatic fire detection and extinguishing systems.
- Develop the respect and support of the citizens served by establishing a positive relationship between the Fire Department and the community.
- Help owners and/or occupants to understand and eliminate unsafe conditions.
- Prevent illegal storage, disposal or release of hazardous materials.

Types of inspections conducted include:

- New building construction; Automatic Fire Extinguishing System (AFES), alarms, special systems and fire apparatus access.
- New licensing and renewals.
- Multi-family residential.
- Institutional – day cares, hospitals and nursing homes.
- Historical.
- High rise buildings.
- All commercial and industrial occupancies.
- Monthly night inspections of assembly occupancies.
- Tenant improvements of commercial/industrial and public educational buildings.
- Fire pump systems for Automatic Fire Extinguishing System (AFES).
- Self-inspection by occupant/owner on B-2 and M occupancies.
- Single family homes inspected upon request.

Note: The campus of Arizona State University, with the exception of fraternities, and all Tempe public schools come under the jurisdiction of and are inspected by the state fire marshal.

Salt River Project facilities are inspected by their risk management personnel.

Incident Investigations

Fire inspectors from the Fire Prevention/Public Safety Education Division routinely investigate fires. Suspicious/arson fires are investigated by the Arson Task Force, which is comprised of fire inspectors and Tempe police detectives.

Types of incidents investigated are:

- All structure fires.
- Suspicious/arson fires.
- Fires or industrial accidents involving a serious injury or fatality.
- Frequent/patterned-type grass, brush or dumpster fires.
- Illegal storage, disposal or release of hazardous materials.
- Illegal trenching operations.
- Structural collapse.
- Cave-ins.

Tempe Fire Department Review Services – Permit Process

The following permit/review services will be provided by the Tempe Fire Prevention/Public Safety Education Division. All other permit and review requirements will be handled by the Development Services Center.

- Fireworks/explosives
- Special events
- Tents and canopies
- Burning permits
- Extension of premises (i.e. for special events, bars and restaurants)

Uniform Codes

The City utilizes the Uniform Building and Fire Code series which is revised and amended periodically. Currently, the 1997 edition of the Uniform Fire Code and the 1994 edition of the Uniform Building Code have been adopted with amendments. The 1997 edition of the Uniform Fire Code was adopted in 1999.

A future consideration for code development is reducing the square foot requirement for fire sprinkler systems in B-2 occupancies from 5,000 square feet to a maximum of 2,500 square feet. An additional consideration is evaluating requirements/incentives for automatic fire sprinklers in new single family homes.

Hazardous Materials Storage/Disposal Sites

The Fire Prevention/Public Safety Education Division is currently:

- Developing/implementing the Environmental Compliance Solutions (ESC) project.
- Classifying occupancies according to quantity and type of materials stored.
- Identifying buildings requiring a placard with the NFPA 704M-diamond system.
- Mitigating problems associated with improper storage, disposal or release.
- Attempting recovery of City expenditures related to unauthorized hazardous materials releases.

City of Tempe Risk Management Profile (Fire Inspection Workload)

The Department continues to update its City wide risk assessment last performed in 2002. The overall goal is to assess the nature and magnitude of hazards or risks within the city to aid in identifying appropriate strategies, methods of operation, and resource allocations to mitigate potential emergencies and respond to anticipated fire inspection workloads.

Dwellings (all types)	-	68,000 units
Office complexes	-	143 complexes for 5,595,132 sq. ft. *
Industrial complexes	-	84 complexes for 15,000,000 sq. ft. *
Commercial centers	-	85 centers for 25,863,679 sq. ft. *
Schools (public)	-	35 schools for 8,000,000 sq. ft. *

*Square footage figures include all commercial buildings in the City – not just complexes and centers.

In 2001 – 2002, the Fire Department conducted inspections of approximately 20% of the 54 million sq. ft. existing for inspection. It is anticipated that within the next five years an additional 10 million sq. ft. of industrial, commercial and office space will be constructed.

While fire company and fire inspection personnel perform a significant number of the fire inspections in the city, greatly increased emergency response activities in terms of emergency medical calls and a diverse range of other duties has reduced the Department's ability to significantly impact the rapidly expanding inspection workload.

Plan Development Review – Permit Process

The following types of issues or special features require fire prevention plan development/review and/or permitting under the umbrella of the Development Services Department (DSD).

- Underground/aboveground tank installations.
- Knox boxes – storage of building key and emergency information.
- Emergency access control for gated communities.
- Site plans/fire apparatus access.
- Automatic fire sprinkler and alarm system.
- Commercial kitchen hood extinguishing systems.
- Hazardous materials inventory and storage.
- Fuel storage systems.
- Fire pump/special fire protection systems.
- Dust collection systems.
- Compressed gases/LNG residential refueling stations.
- State required licensing, i.e., group homes, adult care homes, liquor license.
- All new construction in public schools.
- Gate access.
- Pre-fire plan requirement for new buildings.

2003-05 ACTION PLAN OBJECTIVES

- Continue code enforcement/inspection training for Emergency Services personnel.
- Continue self-inspection program for selected occupancies. (self inspections sent out once a year in October)
- Continue fire company inspection program for selected occupancies utilizing management districts for fire companies which involve one Emergency Services captain being “teamed” with a Fire Prevention inspector to manage the inspection program for a specific district.
- Develop and implement hazardous materials inventory system Environmental Compliance Solutions (ECS) in cooperation with industry and Department Special Operations Division.
- Review and inspect plans and projects associated with development of the Rio Salado project.
- Work with ASU’s Risk Management to ensure proper access and fire safety of existing buildings and proposed developments.
- Continue evaluating exiting/evacuation plans of all City buildings. Perform fire drills in all appropriate City facilities.
- Publish standard statistics on Tempe Fire Department’s web site to include response times, fire loss, drowning, and kitchen fires.
- Pursue mapping and fire department analysis software and implementation.
- Host meeting with bar/restaurant owners regarding fire safety.

FOLLOW UP RESPONSIBILITY: FIRE MARSHAL MARC SCOTT

GOAL: To educate citizens on the role they can play in making the community safer by preventing fires, minimizing long term health risks, and preventing hazardous materials incidents.

Public safety education is a responsibility of all members of our Department. Educating citizens concerning services provided by the Department and how to summon those services can play a critical role in determining whether there is a successful outcome to an emergency incident. Public safety education is clearly an important consideration in developing proper safety behaviors.

Public Education Effort

Recognizing National Emergency Medical Services Week to ensure greater community understanding of these services.

Fire Prevention Week – Priority will be given to those activities which support public fire education efforts. As our number one goal is prevention of loss of life and property, we commit the month of October to Fire Prevention Week activities.

Fire Safety Open House – Following a serious residential fire, arrangements may be made to do an open house to encourage people in the community to view the damage and reinforce the need for fire safety (could be held in either a single-family residence or an apartment complex).

Citizen First Aid/CPR (Cardiopulmonary Resuscitation) – The Department will continue to work in conjunction with the Community Services Department to provide regularly scheduled CPR courses for the public and City departments. A high priority will be placed on providing CPR classes to high school students in health and child development classes and those requiring CPR certification for job requirements. Courses will be scheduled to meet community needs. The Department will place additional emphasis on providing CPR training for all City departments with an interest in receiving the training.

Water Safety – “Operation Water Watch” – The Operation Water Watch program will be conducted spring through summer of each year. Emphasis will be placed on distribution of water safety messages through both the print media and cable Channel 11. Also, distribution will be made of the City’s Operation Water Watch videotape and safety educational items through Fire Prevention, Parks and Recreation, and the Kiwanis Recreation Center.

Fire Safety Demonstrations – Public education sessions will be conducted to educate citizens in prevention of kitchen fires and to teach the proper use of fire extinguishers.

Fire Station Tours – Introduce both children and adults to fire personnel, fire equipment, fire stations, and the services provided by our Department.

Preschool/Day Care Talks – Familiarize preschoolers with proper safety behaviors.

Safety education program for the elderly.

Car Seat Program – Currently there are five certified Child Passenger Safety Technicians in the Department.

Getting Acquainted In Your Neighborhood (G.A.I.N.) – Participate in the Neighborhood Watch Program

through cooperation with the Police Department and City Neighborhood Office. Fire companies will be involved through the Department's management districts.

Operation Prom Grad – In partnership with the Tempe Police Department, a mock demonstration is conducted for Tempe High School students dramatizing the consequences of drunk driving. Prom grad programs will occur once a year, usually at Tempe High School.

Clown Program – Tempe Fire Department's clown program provides water/fire safety programs to children K-3.

Juvenile Firesetter Intervention Program – In 2002, 17 children were referred to our program from parents, school officials or the justice system. Referral forms are available online.

Web site – Our website contains fire and life safety information on topics that affect our community. The site is updated as needed and safety tips for the season are updated monthly.

Continue public relations effort with the restored Van Pelt Fire Pumper and Public Education Pickup Truck.

Provide Community Emergency Response Team (CERT) training to public.

Distribute Emergency Preparedness Guides and make presentations.

Present the Urban Survival curriculum in partnership with the Fire Fighter's Union, to participating Tempe elementary schools, K-5, during their after school program. Currently, we have 13 firefighters trained in the curriculum.

Urban Survival Curriculum – In Tempe Elementary/Pappas Schools after school program K-5.

Continue to install smoke detectors in low income housing (Tempe Cares) and through homeowners and neighborhood associations.

2003 – 05 ACTION PLAN OBJECTIVES

- Conduct the following:
 - ❑ Operation Water Watch program.
 - ❑ Comprehensive education effort during Fire Prevention Week and throughout October.
 - ❑ In-service training classes for firefighters in public education.
 - ❑ Fourth of July and December holiday safety effort
- Continue the following:
 - ❑ In conjunction with Local 493, expand the Urban Survival pilot program with Tempe Elementary School District school and Kyrene School District school.
 - ❑ Work with Police Department on the crime-free, multi-family housing project.
 - ❑ Kitchen fire safety awareness program.
- Participate in conjunction with Risk Management in a citywide employee health and safety fair similar to those offered by large corporations.
- Conduct public safety education events at Arizona Mills Mall.
- Recruit new members for clown program.
- Finish "HOTWORK" public safety education pickup truck and establish policy on use.

- Check and install smoke detectors in mobile home parks to help address senior citizen safety and other at risk populations.
- Participate with local businesses' employee health and safety fairs.

FOLLOW UP RESPONSIBILITY: FIRE MARSHAL MARC SCOTT

GOAL: To provide information and services to the citizens of our community that enhance current programs, assist people, and provide information concerning the many services provided by our Department.

Informing citizens about the types of services and the degree of caring afforded by Department members is crucial. How well the Department is appreciated by citizens can be greatly enhanced by a positive customer service approach and a well thought-out, consistent public relations effort.

Public Relations Effort

Provide public service announcements and seasonal safety messages to media outlets on a continuing basis.

- 4th of July
- Halloween
- Christmas tree safety
- Pool safety

Provide emergency scene information to the news media.

Publicize Fire Prevention Week activities in October.

Provide a limited ride-along program – with special consideration for City Council, City employees, appropriate medical personnel, members of other agencies, and individuals as defined in the policy and procedure.

Trauma bear program for children – Provide teddy bears to children who have been injured or have witnessed a traumatic incident involving a loved one.

Speakers program for presentations to civic groups.

Seek citizen feedback on services through customer service survey cards.

Water safety program.

Distribute a brochure with the goal of informing citizens about the Department and its services.

Fire Assistance Support Team (FAST) is available to support Care 7 during incidents that involve a large number of citizens.

Support the Care 7 Program – Provide counseling/support services to individuals in crisis such as family members of critically injured individuals; victims of sexual assault, fire victims, domestic violence situations and suicides.

2003 – 05 ACTION PLAN OBJECTIVES

- Continue to co-host with the Tempe Police Department a Fire/Crime Prevention Week kick-off event each year.
- Host Tempe Leadership “Issue Day” at the Fire Training Center each year.
- Participate in Tempe Cares project through Tempe Leadership each year.
- Provide refresher media training for command staff.
- Provide initial media training for company officers.
- Continue utilizing Tempe Cable Channel 11 for public safety messages and Department information.

FOLLOW UP RESPONSIBILITY: FIRE MARSHAL MARC SCOTT`

GOAL: To provide safe and effective fire apparatus and equipment through a comprehensive preventive maintenance, repair, and replacement program.

The Department's fire maintenance effort, as an integral part of the Support Services Section, is responsible for the preventative maintenance, repair, rehabilitation and timely replacement of the fire apparatus fleet.

We are very proud of the responsive nature and flexibility of the Department's maintenance operation. It is clearly an operation that many fire departments strive toward.

Preventive maintenance (identifying potential problems and preventing breakdowns from occurring) will continue to be the focus of this effort.

The fire apparatus inspection and maintenance program is carried out by the respective crews in conjunction with a fire mechanic, and is very successful. It allows us to evaluate the vehicle's overall condition, identify potential problems, and make corrections in an effort to prevent breakdowns during emergency operations. Additionally, the fire apparatus maintenance program has a training benefit with crews participating in the care of their vehicles.

Fire Maintenance may, when necessary, contract with an outside vendor for certain types of work including major engine overhaul, automatic transmission overhaul and major spring work.

Equipment Acquisition Schedule		Anticipated Costs
2004– 05	Retrofit '97 Saulsbury hydraulic cooling systems with variable displacement pumps & larger cooling/off gassing reservoirs.	\$ 18,000
2006 – 07	Purchase shear and brake – metal fabrication tool.	\$ 8,000
	Upgrade response vehicles light bars.	\$ 4,000
	Purchase an industrial Chop Saw for aluminum fabrication.	\$ 1,000
2008 - 09	Purchase hydraulic lift system for truck maintenance.	\$ 40,000

2003 – 05 ACTION PLAN OBJECTIVES

- Conduct annual safety tests on aerial ladder trucks and ground ladders.
- Conduct annual pump test on all apparatus as needed.
- Maintain the quality of preventive maintenance on all response vehicles while evaluating the frequency and schedule of maintenance visits.
- Maintain fire mechanics' EVT, ASE, and Arizona Fire Mechanics certifications and training. This includes EVT and ASE400, Arizona Fire Mechanic 250, and academy travel.
- Evaluate feasibility of bi-annual 3rd party pump inspection.

FOLLOW UP RESPONSIBILITY: BATTALION CHIEF MARK SIMMONS

GOAL: To purchase apparatus that provide reliable and effective service delivery with high regard for employee safety and comfort.

A modern and reliable fire apparatus fleet is crucial to the effective delivery of emergency services when responding to fire, emergency medical, hazardous materials, and all other types of emergencies.

Front line apparatus will be evaluated for replacement after 10 years of service or when the mileage exceeds 120,000. Extensive repair or maintenance costs may cause a unit to warrant earlier replacement.

EMERGENCY RESPONSE APPARATUS INVENTORY

Apparatus #	City Equipment #	Type of Apparatus
E271	019	2000 Saulsbury 1250 GPM Pumper
E272	021	94 Emergency One 1500 GPM Pumper with 50' Teleboom
E273	028	97 Saulsbury 1250 GPM Pumper
E274	018	2000 Saulsbury 1250 GPM Pumper
E275	026	97 Saulsbury 1250 GPM Pumper
E276	029	97 Saulsbury 1250 GPM Pumper
E277	025	99 Saulsbury 1250 GPM Pumper
L276	023	91 LTI 90' Tillered Aerial
LT276	050	98 Freightliner/FL70 Ladder Tender
L273	012	93 Emergency One Quint 75' 1500 GPM
SS271	044	96 Freightliner/SVI Scene Support Vehicle
HM272	007	91 Utilimaster Hazardous Materials Vehicle
BC271	013	97 Chevrolet Suburban
Reserve	032	87 Seagraves 1500 GPM Pumper
Reserve	037	91 Emergency One 1500 GPM Pumper
Reserve	036	89 Emergency One 1500 GPM Pumper
SE276	08	91 Chevrolet 1- ton

Acquisition Schedule		Anticipated Costs
2003 – 05	Purchase a pumper with 50 ft. elevated stream to replace Engine 272 (City Equipment #021). Vehicle #021 to reserve status. Vehicle #032 to auction.	\$ 530,000
2003 - 05	Purchase a support vehicle for Technical Rescue*	\$ 180,000
	Purchase a support vehicle for Weapons of Mass Destruction*	\$ 140,000
2005 – 06	Purchase replacement for Hazardous Materials Vehicle (City Equipment #007).	\$ 250,000
2005 – 07	Purchase replacement ladder truck and ladder tender for Ladder-273 (City Equipment #012). Vehicle #012 to reserve. Vehicle #023 to auction.	\$ 1,150,000
2006 -07	Purchase vehicle with transport capabilities to replace Special Events-271 (City Equipment #008). Vehicle #008 to auction.	\$ 100,000
	Purchase one Heavy Rescue Pumper to place at future Station 7.	\$ 500,000
2007 -08	Purchase replacement Pumper for Engine-273 (City Equipment #028). Vehicle #028 to reserve status. Vehicle #021 to auction.	\$ 420,000

Appropriation Approach: Funding for apparatus will be incorporated into the Fire Department base budget in appropriate years.

*Funding secured through Weapons of Mass Destruction Grant

FOLLOW UP RESPONSIBILITY: BATTALION CHIEF MARK SIMMONS

STAFF VEHICLES

SECTION 18

GOAL: To provide vehicles for the safety and comfort of Department members and represent the Department and City in a manner that supports a positive public image.

Staff vehicles will be purchased in accordance with City fleet guidelines and will be in service as long as possible. Employee safety, maintenance and repair costs, and public image concerns will be considered in determining the replacement schedule.

Acquisition Schedule		Anticipated Costs
2003 -04	Purchase one replacement vehicle Suburban for Battalion 271 (City Equipment #013). Vehicle #013 to auction.	\$ 35,000
	Purchase one replacement pick-up truck for Car 2739 (City Equipment #027). Vehicle #027 to auction.	\$ 25,000
2004 - 05	Purchase 2 replacement sedans for Cars 2703 and 2705 (City Equipment #031 and #042 respectively). Vehicles #031 and 042 to auction.	\$ 45,000
2005 - 06	Purchase one replacement sedan for Car 2707 (City Equipment #670). Vehicle #670 to auction.	\$ 23,000
2006 – 07	Purchase one replacement van for Fire Investigations (City Equipment #011). Vehicle #011 to auction.	\$ 30,000
	Purchase one replacement SUV for C2738 (City Equipment #089). Vehicle #089 to auction.	\$ 27,000
2007 – 08	Purchase one replacement Pick-up truck for Car 2724 Fire Service Inventory Technician (City Equipment #035). Vehicle #035 to auction.	\$ 30,000
	Purchase one replacement 1 Ton Pick-up truck with utility body and 100 gallon fuel dispenser for Car 2722 Fire Mechanics Truck (City Equipment #038). Vehicle #038 to auction.	\$ 45,000

FOLLOW UP RESPONSIBILITY: BATTALION CHIEF MARK SIMMONS

COMPUTER EQUIPMENT & INFORMATION SYSTEMS SECTION 19

GOAL: To enhance the ability to manage and evaluate our Department's services, needs, and accomplishments, and consequently, determine future goals through effective information management.

Oversight and management for all computer hardware, software/systems, and network for the City are the responsibility of the Information Technology Department. ITD and the Fire Department work closely toward achieving our stated goal. Their expertise is invaluable in helping us acquire and implement new systems. The Fire Department has an assigned liaison who works with the ITD Business Analyst assigned to our department. A key aspect of the City's strategy for staying on top in technology utilization is the refresh program, whereby, all desktops are now on a three-year lease, at the end of which time they are replaced with new state of the art equipment.

Our Department utilizes Firehouse, a fire management software system. It is the primary record management system for Fire Administration

Computer Mapping and Pre-Fire Planning – The Department has for many years been using the Tempe Geographical Information System (TGIS) to produce our Department maps in a half section format. We are now developing our pre-plans using Auto CAD Lite, exporting to CAD.

Vehicle Maintenance – Our Maintenance Division utilizes the M4 system by CSI, which is also the system used by the City's Equipment Maintenance Division. It allows us accurate record keeping and tracking of cost per mile to operate our vehicles.

Our current presence on the Internet consists mainly of an informational website. Items on that site include: general information on the department and facilities, on-line policies and procedures, on-line forms, fire prevention and public education information, information on CPR, employment/recruiting/testing information, and links to associated sites. The Web site is updated routinely.

Company Planning and Training Calendar – Managing this component should become much more effective once it is automated and tied into the training records system.

National Fire Protection Association (NFPA) codes (network version) – Use of this software will allow all our users access to current up-to-date codes.

SIRE is the photo documentation imaging storage software used for fire investigation photos and other investigation purposes.

Auto CAD is a pre fire plan drawing software.

Command Staff is provided with Personal PDA's to synchronize data from Microsoft Outlook and other applications.

CAD RMS is provided for Command Staff, Training Center and Fire Prevention for incident history, unit location and for messaging.

There are several areas in which automated information management will be addressed by the Department in upcoming years. Some of those include:

Fire Company Routing and Deployment Analysis Software – Will allow the Department to make deployment changes taking into consideration traffic issues, fire station locations, and fire company deployment.

Tempe Geographical Information System (TGIS) and ESRI/ArcView– We anticipate starting to use this system as a means of analyzing our emergency activity. It will be a very useful tool in detecting trends in both fire and emergency medical service activity.

Supply Requests and Station Maintenance – This will include an inventory system for our warehouse, which will track supply costs.

Microwave or fiber optic network system integrating all Fire Department facilities.

All Fire Department computers are under the City of Tempe's computer refresh program. Currently there are 65 computers assigned to the Fire Department. This allocation provides all staff members with their own computer as well as each engine and ladder company with 2 computers each. All Fire Department computers currently run on Windows XP. Each computer is refreshed in accordance with the City of Tempe's refresh program, every three years, according to the date it was placed in service. This results in some of the computers getting refreshed each year but none remaining longer than three years. The result is that the Fire Department continually stays current with the latest in technology. The Fire Department and ITD work closely during the refresh period to make sure all specific needs of the Fire Department are met. Additionally, each of the Fire Department's servers is refreshed every three years.

Acquisition Schedule			Anticipated Costs
2005 – 06	Fire Station Location and Deployment Software	\$	30,000
	Update of Telestaff to WebStaff		10,000
2006 – 07	5 Laptop Computers for EOC	\$	11,000

FOLLOW UP RESPONSIBILITY: SENIOR FIRE INSPECTOR FRED GUELICH

GOAL: To provide a well-maintained inventory of major equipment, which is critical to the safe delivery of effective and efficient emergency services.

Equipment will be replaced when its reliability becomes questionable or when technological improvements make it clearly obsolete. Personnel safety, public safety, and customer service will be major considerations in equipment purchases.

The Department strives to provide the very best in fire hose and nozzles as they play a key role in firefighter effectiveness and safety. This equipment is purchased on an ongoing basis through the Department's fire hose and nozzles account.

With six fire stations and accompanying support facilities, appliances such as dishwashers, clothes washers and dryers and refrigerators can break down with no warning. If it is cost effective to do so they are repaired, if not they are replaced on an as needed basis.

Acquisition Schedule		Anticipated Costs	
2004 – 05	Telemetry for Thermal Imagers and receiver.	\$	16,000
2005 - 06	Air compressor for Station 3.	\$	2,000
	Complete reserve engine equipment package.	\$	25,000
2006 – 07	Replace 2 Thermal Imagers	\$	20,000
2007 – 08	Replacement of 111 Self Contained Breathing Apparatus – including spare bottle and initial parts inventory (will seek Grant funding for this item)	\$	625,000
2007 – 08	Replace 2 Thermal Imagers	\$	20,000
2008 – 09	Replace 2 Thermal Imagers	\$	20,000

FOLLOW UP RESPONSIBILITY: BATTALION CHIEF MARK SIMMONS

GOAL: To construct and maintain fire facilities in a cost-effective manner with maximum consideration for service delivery, energy conservation, and the health, safety and comfort of our members.

The construction and maintenance of facilities comprises an important part of the overall management responsibility of the Department. The number and location of fire stations plays a significant role in determining emergency response time and, consequently, the quality of our City's fire and emergency medical services.

Support facilities including fire administration, fire maintenance, fire warehouse, self-contained breathing apparatus repair, and fire training are important operational concerns whose goal it is to support the delivery of high quality services.

Facilities Maintenance

- **Fire Stations**

Fire Station #1 – This facility is four years old. It is in an excellent strategic location. Overall condition is excellent.

Fire Station #2 – Separate bathroom facilities for male and female firefighters were incorporated in 2001 and the apparatus room was expanded to house newer design fire apparatus and continue to accommodate a two-company hazardous materials response team at this facility. The lobby and computer area were expanded as part of this project. Roof leaks were also addressed, with a new roof in 2001. Overall condition is very good.

Fire Station #3 – Separate bathroom facilities for female firefighters were added in 2003. Overall condition is very good.

Fire Station #4 – Due to size limitations, this station is satisfactory for only one engine company. The facility does not have an automatic fire sprinkler system (AFES) and the department will budget to retrofit an AFES to bring this station up to the level of other City Facilities. Some other remodeling (women's bathrooms, kitchen/dining and exercise room) will also be required in the future. Overall condition is good.

Fire Station #5 – Was completed and placed in operation in November 1994. The facility is well designed and very functional. Overall condition is excellent.

Fire Station #6 – Is 37 years old. In addition to poor strategic location, the station has extensive cooling, heating, plumbing, and general maintenance problems. Overall condition is fair. Upon completion of the new Station #6 in November 2003, this facility will be closed.

- **Fire Administration and Support Facilities**

The Administration and Fire Prevention & Public Education building - Is four years old and is in excellent condition.

Fire Maintenance – This facility was completed in 1988. It is in excellent condition but its size for the Department is considered marginal. Office space was expanded allowing for adequate space for

the Senior Fire Mechanic, the Inventory Control Specialist, and elimination of the need to store manuals and records in the shop area in 2001. Overall condition is very good.

Warehouse Facility – This facility was completed in 1988, and is located adjacent to Fire Maintenance. The storage space was expanded by 1,000 square feet in 2001. Overall condition is excellent.

Training Facility – This facility was completed in April 1993 and has been well received by both Department personnel and those visiting from other agencies. The extensive use of this facility and the significant benefits derived for our members have exceeded expectations. In the future an apparatus/storage building will be proposed to both protect a stored fire apparatus for training, and provide storage for outside props and supplies. The burn building was retrofitted in 2003, with fire resistant tiles to reduce building deterioration caused by repeated fire exposure. Overall condition is very good.

Fire Station Relocation Plan		Anticipated Costs
<p>The Fire Department's Fire Station Location and Response Time Study completed in 1988 and revised in 1994, provides a number of options in an effort to optimize service delivery to Tempe citizens in the future. Both studies revealed a clear need to bolster and re-distribute resources. The fire station location plan required four site acquisitions and four fire stations to be constructed. Phase 1 and 2 have been completed. Several options are under consideration for Phase 3.</p> <p>Initial presentation to the City Council on the fire station location plan was made in September 1990. The City Council has received progress reports as the plan has moved forward.</p>		
Phase 1	<p>1994</p> <p>Constructed and put into operation a new fire station (Station #5) in North Tempe. This required the addition of one engine company and 15 personnel.</p>	
Phase 2	<p>1996 – 2003</p> <p>Split the previous Fire Station #1 into two stations including:</p> <p>1997 – 1999</p> <p>A new Fire Station #1 (northeast corner of Apache and Gary), and a Fire Administration and Fire Prevention/Public Safety Education Office Building.</p> <p>1999 – 2003</p> <p>A downtown station #6 (Ash Avenue, north of University).</p>	
Phase 3	<p>2004 – 2009</p> <p>Analysis with regard to final fire station locations in south Tempe is ongoing. At a minimum a new station will be required in the southeast quadrant of the City. A Phoenix Fire Station planned for 40th Street and Baseline will have a positive impact.</p> <p>A Southeast Station</p>	
	Land – (CIP)	\$ 600,000
	Structure – (CIP)	\$ 3,150,000

Benefits – To improve emergency response time in the southeastern portion of the City.

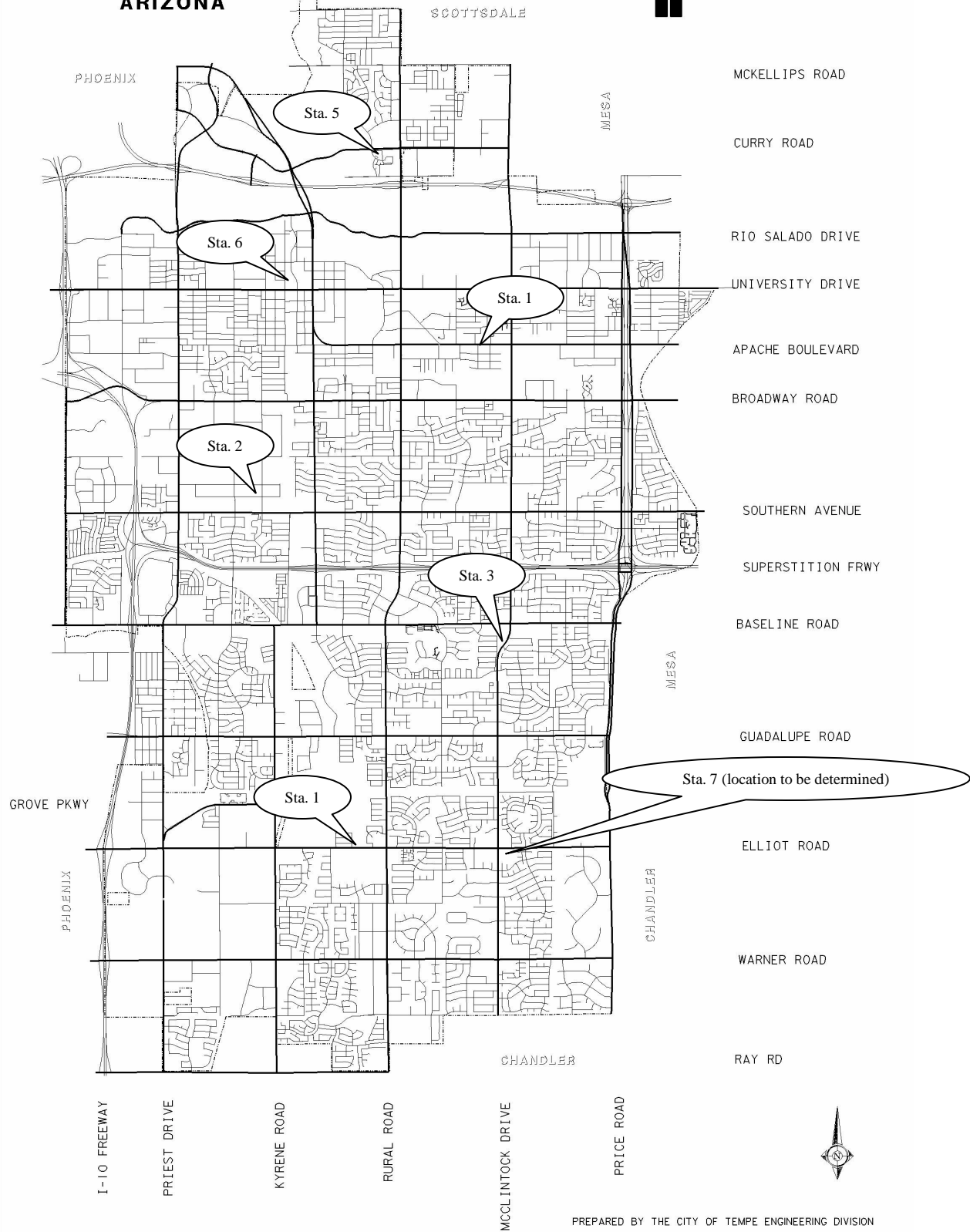
Facilities Construction and Renovation Schedule			
2006 – 07	Renovation of Fire Station #4 including all items identified on the previous page under Facilities Assessment (CIP)	\$	250,000
2008 – 09	Apparatus/Storage building at the Fire Training Center (CIP)	\$	976,396

2003 – 05 ACTION PLAN OBJECTIVES

- Identify site and purchase land for southeast quadrant station.
- Retrofit Fire Station #4 with automatic fire sprinkler system and apparatus room exhaust system as part of a remodel planned for this facility through Fire Act Grant funds.
- Complete and take occupancy of a new fire station #6. (Downtown fire station).

FOLLOW UP RESPONSIBILITY: ASSISTANT CHIEF JIM GAINNER

CITY OF TEMPE ARIZONA



COST SAVINGS, COST RECOVERY AND REVENUE GENERATION

SECTION 22

GOAL: To recover costs associated with services provided of a regulatory nature and for specific commodities used in both emergency medical services and hazardous materials emergency response. To explore avenues of revenue generation that support Department programs and enhance customer service.

Fire Prevention Fees

Included are fire inspections, permit fees, plans/development reviews, and sprinkler system inspections. At this time, most fire inspections, public education, and emergency services with exception of paramedic level care are provided at no cost as part of the Department's basic customer service package.

Activities:

- Billing and payment of permit fees are managed by the Development Services Department with revenue carried within the Fire Department.
- A user fee schedule, which was adopted in 1991, is in place for the following Fire Prevention services:
 - LP gas installation
 - Fuel storage systems
 - Fireworks permit
 - Spray booths
 - Tent inspections
 - Sprinkler system inspections
 - Special extinguishing system install permit
 - Alarm system install permit
 - Storage of hazardous materials
 - State required licensing inspections (i.e., adult day care, group care home, liquor license, medical facilities, etc.)

Arson fire cost recovery:

- Restitution and fines through the legal process for City-owned property, including dumpsters damaged by fire.

Hazardous materials incident cost:

- Cost recovery for operations involving improper storage, disposal, or release of hazardous materials.

Emergency Medical Fees

The Tempe Fire Department implemented an ALS Recovery Fee in August of 1997. This fee is for Fire Department paramedic services provided during the treatment and transportation of a patient to the hospital. This fee is part of the transportation bill from the private ambulance provider under contract with the city. The portion of the bill that is returned to the City is \$108.30. This fee, in essence, becomes a "user fee" in which the patient reimburses the City for services. This program is made possible under the fee structure set

up for transporting agencies by the Arizona Department of Health Services and are standardized throughout Maricopa County.

2003– 2005 ACTION PLAN OBJECTIVES

- Adjust 1991 fee schedule as appropriate.
- Develop a policy and procedure for cost recovery for operations at hazardous materials incidents.
- Initiate in house ACLS cost recovery through fees charged to outside agencies for training.
- Investigate and propose program for fire inspection fees to support increasing number of fire inspections completed yearly.

FOLLOW UP RESPONSIBILITY: ASSISTANT CHIEF JIM GAINNER

GOAL: To provide a mechanism for moving the Department forward with a common understanding of goals and objectives.

This program allows us to establish objectives and measure the degree of accomplishment during a given time period.

Our approach is to look at the year in advance through the Six-Year Plan and yearly-planning calendar, so as to incorporate quarterly objectives into overall yearly objectives.

Quarterly goals and objectives are identified by coordinating required activities at the administrative, management, and supervisory levels of the Department.

Overall Departmental goals are established at the beginning of each quarter and reviewed at the end of the quarter in an effort to measure the degree of accomplishment. District Managers conduct quarterly goals and accomplishments meetings with each company officer.

A Quarterly Goals report is distributed at the beginning of each quarter, and an Accomplishments Report, following the end of each quarter, to all Fire Department members.

2003 – 2005 ACTION PLAN OBJECTIVES

- Continue Fire Company Planning and Training Program.
- Conduct quarterly review meetings to follow up on accomplishments and activities.
- Continue tracking program status through Project/Process Tracking Report.
- Develop policy and procedure for operation of fire company management districts.

FOLLOW UP RESPONSIBILITY: FIRE CHIEF CLIFF JONES

CONTINUOUS IMPROVEMENT THROUGH PERFORMANCE MEASUREMENT, QUALITY MANAGEMENT AND ASSURANCE

SECTION 24

GOAL: To operate from an established philosophy and framework that allows for and encourages continuous improvement of our Department's management of goals and objectives and evaluation of services.

Continuous improvement/quality management and assurance begins with training. The quality of services delivered by our Fire Department is determined largely by the quality of our members, their training, and our programs. The culture of continuous improvement of our Department and its services requires support in the form of "continuous learning" by all members.

Quality will give any individual or organization a long-term competitive advantage. Quality, woven in the character of the individual and in the culture of the Department, can't be duplicated. These attributes are embodied in both the City and the Department Mission and Values Statements, which serve as a foundation for our approach to quality management.

The goal is our continuing ability to provide quality to our customers in both emergency and non-emergency encounters. It requires relentless commitment to community-wide and organization-wide learning and experimentation and is a never-ending endeavor.

Quality management means that the Fire Department's culture is defined by and supports the constant attainment of customer satisfaction both internally and externally. This involves the continuous improvement of Departmental process, resulting in high quality services to the public.

The Department's commitment to quality management is based on:

- Internal and external customer focus
- Total involvement and commitment of all members
- Performance measures
- Support by each segment of the Department
- Commitment to continuous improvement

Quality management is an expression of the need for continuous improvement in:

- Attitude
- Personal and professional development
- Positive interpersonal relations
- Managerial effectiveness
- Organizational productivity

The primary values identified in the City Mission and Values Statement provide an additional opportunity to reinforce the Department Mission and Values Statement and explore new opportunities to support other City departments and to effectively serve our community at large.

Quality assurance will be managed in the following primary ways:

- EMS Quality Assurance – Continual monitoring of the quality of EMS delivery and reporting through adherence to the standards of care established by the Tempe Fire Department, Tempe St. Luke's Hospital, Arizona Emergency Medical Systems, Inc., and the Arizona Department of Health Services through incident evaluation and records review.
- Incident Analysis – Will be conducted, as defined in Policy and Procedures 411.00, at either the company, shift, or Departmental level to reinforce positive aspects of operations at significant incidents, ensure that problem areas are identified and addressed, and that lessons learned are made known Department-wide.
- Feedback from Customers – Will be solicited from target groups, which include citizens who have been involved with an emergency incident or fire prevention/public safety education program, via customer service response cards. Responses will be analyzed to determine citizen perception of service. In addition, data from citywide satisfaction and fire service surveys, and letters of commendation or complaints will be utilized in overall assessment of Department performance.
- Field Operations Exercises – This program follows the format of learning through performance and review. Department training staff creates challenging scenarios for fire company members to resolve. A post performance review is conducted to support lessons learned.
- Minimum Company Standards – This process allows members assigned to fire companies to demonstrate their skills as evaluated against established standards and at the same time allows the Department to evaluate training needs at the company, shift, and Departmental level.

2003 – 2005 ACTION PLAN OBJECTIVES

- Look for opportunities to support and reinforce both the City and Department Mission and Values Statements.
- Participate and provide strong support for operation of the Tempe Learning Center.
- Solicit citizen feedback on perception of the quality and level of service provided through a Customer Service Survey program, which is conducted quarterly through targeted mailings of response cards.

FOLLOW UP RESPONSIBILITY: FIRE CHIEF CLIFF JONES

GOAL: To maintain accredited agency status and to utilize the Department prepared Self Assessment and the Peer Assessment Team report from the Commission on Fire Accreditation International as major resources for the continuous improvement of the Tempe Fire Department.

The Commission on Fire Accreditation International (CFAI) was established as an independent, non-profit entity in 1996.

The purpose and benefits for a fire department's involvement in fire service accreditation include:

- Promoting excellence within the fire and emergency services professional community.
- Encouraging quality improvement through a continuous self-assessment process.
- Providing a detailed evaluation of the department and the services it provides to the community.
- Identifying areas of strengths and weaknesses within a department.
- Providing assurance to peers and the public that the organization has a defined mission and objectives and strives to go beyond them.

The Commission on Fire Accreditation International granted accredited agency status to the Tempe Fire Department in September of 1997 and re-accreditation in August of 2002. The accreditation period is five years at which time it is necessary to apply for re-accreditation.

The Commission on Fire Accreditation International conducts a comprehensive evaluation of all aspects of a modern fire department with a focus on program analysis for continuous improvement and planning for the future.

The categories and criteria section of the accreditation self-assessment manual identifies ten major categories with corresponding support criteria and performance indicators against which we will measure the status of current programs, appraise their effectiveness, and identify a plan for the future.

The ten categories include:

1. Governance & Administration
2. Assessment and Planning
3. Goals & Objectives
4. Financial Resources
5. Programs (including Fire Suppression, Fire Prevention, Public Education, Fire Investigation, Technical Rescue, Hazardous Materials, Emergency Medical Services, Emergency/Disaster Management, Weapons of Mass Destruction, and other programs including Tempe's citizen Cardio Pulmonary Recitation, Care 7 crisis response, and Fire Assistance Support Team Programs.)
6. Physical Resources
7. Human Resources
8. Training & Competency
9. Essential Resources
10. External Relations

A compliance report is required to be submitted each year detailing response to recommendations made by the Commission and describing any changes in the Department's operations which would have either a positive or negative impact on service delivery to our citizens.

The June 2002 Peer Assessment Team Report from the Commission made both strategic and specific recommendations which include:

Strategic Recommendations and Planned Department Response

1. The Department should consider establishing a response time criteria for an effective firefighting force (i.e., 3 and 1 response).

Currently evaluating data analysis capability to produce the required information.

2. The Department should consider establishing a response time criteria for each of the special operations programs.

Special Operations Battalion Chief is evaluating this possibility with reference to accurately being able to segregate specific special operations incidents.

3. The Department should consider setting a minimum staffing standard for both Technical Rescue Technicians and HazMat Technicians.

The Department is pursuing this and will be finalizing it during the 2003-2004 fiscal year.

4. The Department should consider developing a system to monitor time elements for performing critical tasks on the emergency scene. Training evolutions could provide baseline data in preparation for adopting departmental standards.

This is currently a part of the Department's minimum company standards program. Minimum company standards are being expanded in concert with this recommendation.

5. The self-assessment manual standards of cover reporting process could be improved by separating out resource allocation for fire and non-fire emergencies rather than a single listing just under fire risks.

We will be attempting to address this recommendation through anticipated improvements in the FireHouse Information Management System.

6. Consideration should be given to increasing the frequency of code enforcement inspections in commercial occupancies to at least once every one to two years.

Two inspectors are in the Six-Year Plan - additional inspectors are required to move toward accomplishment of this goal. Additionally, Fire Inspector workload will be analyzed in an effort to provide more inspection time and the fire company inspection program has been better monitored to improve both quality and quantity of inspections.

7. Consideration should be given to improving the operational reliability of fire hydrants by increasing the frequency of fire hydrant inspections to at least once every year.

The Department has worked with the Water Utilities Department on this issue. The City has some 7,000 fire hydrants. They have all been placed on an Information Management System and with recent efforts, are on a 1 ½ year inspection frequency, with a goal to reach a 1-year frequency.

8. The Department should continue to participate in the regional consortium for automatic aid services.

We have maintained and will continue to maintain full participation.

9. The City of Tempe should consider allocating revenues generated by the fire department (such as the ALS recovery fees and plan check fees) to those fire department accounts in order to offset ongoing operating costs.

This is being done currently with approximately one-third of the ALS fee. We are currently exploring several possibilities to increase the amount that comes directly to the Fire Department.

10. The Department should expand their public education efforts to target educational programs and intervention devices (i.e., smoke detectors, fire extinguishers, grab bars, etc.) in high-risk communities. Concerted efforts in the mobile home parks and elderly developments should be pursued as these represent the higher fire and injury risks in the Tempe area.

Several significant enhancements have been made to our Public Education Program. There have been several major mobile home park efforts for smoke detector installation, and public information dissemination.

Specific Recommendations and Planned Department Response

Specific recommendations were developed from the appraisal of performance indicators in each of the ten categories.

Category I. Governance and Administration **Criterion 1A: Governing Body**

Performance Indicators

1A.3 The City of Tempe should consider finalizing and documenting the process for filling the Chief Fire Officer position. This process, whether conducted on a national or local level, should allow for an open competitive review of all candidates meeting the minimum qualifications for the position in order to identify the best-qualified candidate.

This has been standardized by the Human Resources Department in conjunction with the City Manager's Office

1A.7 In order to identify the role that citizens play in the development and enhancement of fire-rescue services, the department should consider including the various citizen boards related to the fire department on its organizational chart.

Boards and Commissions are now included in a City Organizational Directory.

Category V Programs
Criterion 5A: Fire Suppression

Performance Indicator

5A.3 a. The department should consider working with neighboring cities to adopt a common thread type (either National Standard or something similar). Tempe utilizes National Standard for their 4" hose supply; however, their attack lines are different thread types from surrounding departments, which means the engines must carry a multitude of couplings/adapters.

We have evaluated this and determined it is cost prohibitive at this time. We have enhanced provision of adapters for all companies as a result of this recommendation.

5A.3 b. The department should follow its Strategic Plan and utilize NFPA 1901 standard in future purchases of apparatus equipment. One of the department's ladder trucks currently does not carry a 35' ladder, which is part of the NFPA 1901 standard.

A new ladder truck is on order with an NFPA 1901 complement of ground ladders.

Criterion 5C: Public Education

Performance Indicator

5C.6 The department should continue analyzing emergency workload and cause and origin of fire to prioritize educational programs that address local problems. The analysis should also include whether the implemented programs have made a difference in the area's local fire and injury problems.

We are continuing to analyze workload, and cause and origin of fires to help prioritize educational programs. Data is analyzed currently with fluctuating results. More work is required with significant improvement anticipated with the recent upgrade of the Department's Firehouse information management program.

Criterion 5E: Technical Rescue

Performance Indicator

5E.3 The Department should maintain the goals set in the Strategic Plan with regards to the acquisition of technical rescue equipment.

We have exceeded goals of the strategic plan through Weapons of Mass Destruction Grant Awards.

Criterion 5I: Response to Weapons of Mass Destruction

Performance Indicator

5I.3 The Department should consider a designated means of transporting Weapons of Mass Destruction equipment.

Vehicle will be purchased during fourth quarter of 2003.

Category VI Physical Resources
Criterion 6D: Tools and Small Equipment

Performance Indicator

6D.4 Consideration should be given to finding a system that will fulfill the job requirements, and is less labor intensive. Currently the department is utilizing an inventory control system to track the supplies and equipment in the warehouse. However, the program is not user friendly and does not provide the level of tracking and ordering that is needed.

A Department committee is evaluating systems for purchase during fourth quarter, 2003.

Category VII Human Resources
Criterion 7B: Recruitment, Selection, Retention and Promotion

Performance Indicators

7B.2 In order to increase the representation of minorities, the department should consider more proactive recruiting in targeted communities, utilizing churches, civic groups and neighborhood groups. Tutorial sessions might be conducted in addition to the study guides that are already provided to applicants to assist them in preparing for the written test. Also, since the department only hires a small amount of employees each year, it may wish to consider partnering with neighboring fire departments and establish one applicant pool listed from the available labor force to maximize efforts.

The Department's Recruitment Team has enhanced the overall recruitment program and most recently held an orientation for high school students. The Department, in cooperation with the Human Resources Department, is working toward cooperative agreements for recruitment and selection with neighboring cities.

7B.11 The department should consider conducting periodic employee surveys (possibly every five or six years) to coincide with the department's biennial budget and strategic planning process.

We are evaluating this in line with the City's periodic survey process. We will continue to participate in the City survey at a minimum. The comprehensive Diversity Audit of all City departments conducted during 2002 contained a morale component. The consultant's report identified the Fire Department as the one other city departments could model themselves after.

2003 – 05 ACTION PLAN OBJECTIVES

- Plan for or implement recommendations of the Commission on Fire Accreditation International.
- Submit annual compliance report to Commission on Fire Accreditation International.
- Utilize involvement in and response to the Commission on Fire Accreditation International as an evaluation instrument to guide the Department towards continuous improvement.

FOLLOW UP RESPONSIBILITY: FIRE CHIEF CLIFF JONES